

INTERIOR DESIGN

A CAHNERS PUBLICATION

JANUARY 1988 \$5.00

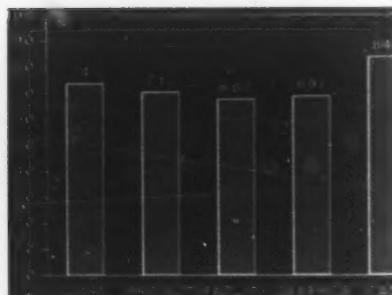
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100 INTERIOR DESIGN GIANTS
SHOWROOMS, GALLERIES & SALONS

INTERIOR DESIGN

VOLUME 59



100 Giant firms analyzed

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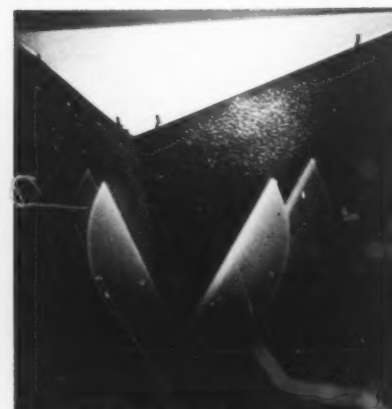
Pee-wee redecorates

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Scone of brass and etched glass

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COVER

Plate glass and Italian tile mosaic entrance to the Hastings Tile & Il Bagno showroom in New York by Studio Morsa (see page 212). Photography: Peter Paige

INTERIOR DESIGN GIANTS

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Interior Design (ISSN 0020-5508) is published 15 times a year, monthly with one additional issue in January, March and September for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO: Interior Design, P.O. Box 1970, Marion, Ohio 43305. TELEPHONE TOLL FREE 800-431-1713 (in Ohio phone 614-383-3141). Subscription rates \$39.95 for one year; \$69.95 for two years, including the Buyers Guide and Market issues in the U.S. Additional \$15 for postage outside the U.S. SINGLE COPIES \$10.00. Annual Buyers Guide Directory \$15.00. PREPAYMENT REQUIRED FOR SINGLE COPY ORDERS. ADDRESS ALL SINGLE COPY REQUESTS ALONG WITH PAYMENT TO: Interior Design, P.O. Box 1970, Marion, Ohio 43305. Address all communications (other than Subscription and Single Copies) to: INTERIOR DESIGN, 240 West 17th Street, New York, NY 10011. TELEPHONE 212-645-0067. Cable: Anddec New York. U.S.A. newsstand distribution

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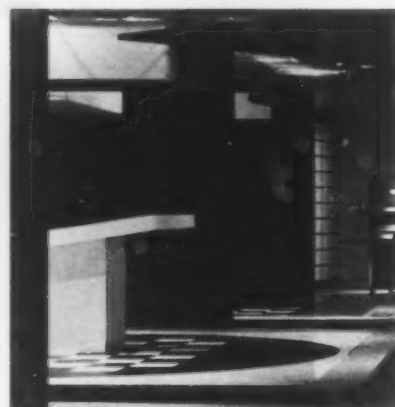
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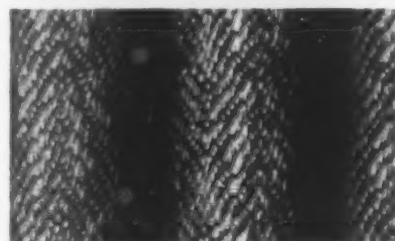
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Eva Maddox in the Mart

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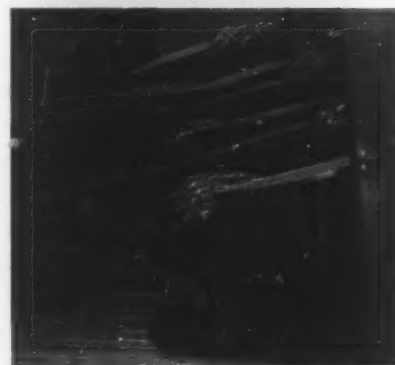
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The flair of Kevin Walz

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100 INTERIOR DESIGN GIANTS® OF 1988

BY ANDREW LOEBELSON

As we enter the second decade of this survey, the interior design industry is also entering a new and very different phase. Three trends are evident:

- Corporate clients are increasingly knowledgeable. For the first time this year, more than half of facilities managers are professionals. They require more services, better performed, even as they negotiate lower fees.

- Computers are being used extensively. Fully 84 percent of this year's respondents use CADD systems.

- Conglomerates are buying interior design firms, stressing growth and increased efficiency. At least three of last year's Top 100 firms were acquired this year, not including those bought by A/E mega-firms. Two other interior design firms were acquired last year. For the first time, interior design firms have a marketable value not wholly dependent on the reputation of their principals.

The results of these trends were immediately apparent. This year the total volume of goods and services provided increased a remarkable 23 percent, to more than \$10.5 billion. But total fees were virtually unchanged, at \$573 million.

The number of employees increased by 17 percent. Last year there were 5,262 employees in these 100 interior design firms. This year there are 6,171. The volume of goods and services produced by each member of this larger work force went up, although only 10 percent, to \$1,790,000 per employee. And yet the fee income available to pay each employee was radically reduced from \$149,000 to \$102,000. While some of these changes might be due to different firms on this list, the trend is clear: the bottom line is under attack.

The work is not changing that much. New work, the use of furniture systems and open plan are within 1 percent of last year's survey. Slightly more work stations are being planned for computers or terminals (79 vs. 76 percent). More telephone and security systems are being installed (CHART ONE).

Consultants are being hired in about the same ratio as last year.

The overall average cost per square foot is almost unchanged, from \$44.58 to \$44.37. But the overall

average fee actually received per square foot is down from \$3.47 to \$2.63.

If we look at what the design firms themselves consider fair fees for different kinds of work, we may see where the pressure is (CHART TWO). Offices are almost unchanged at \$3.03 per sq. ft. Hotels are 50 percent higher than last year, retail is up 9 percent, and restaurants are up 33 percent. Medical work is also up, while educational and research facilities are down.

The same trends are seen in the fees expressed as a percentage of volume (CHART THREE), but are slightly moderated since most costs have risen (CHART FOUR).

Office construction and furnishings costs have risen about 10 percent, although the work letter has stayed about the same this year. Hotel costs have dropped about 10 percent, while the cost of retail and restaurant work has increased over 25 percent this year. These large swings in costs are probably due more to changes in proportion between the types of these establishments, from inexpensive chain stores to expensive specialty stores, for instance, than to actual changes in costs for any one category.

With these pressures, how have the employees fared this year? Most reported salaries have bettered inflation rising 5 to 10 percent. CADD operators' salaries increased the most, 12 percent (CHART FIVE).

The billing rates (CHART SIX) have also risen in proportion to salaries, although fringes, at 26 percent, and the multiple, at 2.66, have stayed about the same.

What have design firms done during the last year to make up the income gap? They have increased the percentage of billable hours from 77 to 79 percent, and they have done a better job of tracking reimbursables, which increased from 8.2 to 10.4 percent.

Firms are also adjusting in other ways. The breakdown of firm employees is changing. CADD operators increased from 4 to 5.5 percent of all employees, a 38 percent increase. Non-billable staff increased 1 percent, and all other categories were reduced slightly (CHART SEVEN).

They are also using computers more. Cost control is being handled by computers in 74 percent of the firms,

Continued

CHART ONE



CHART THREE

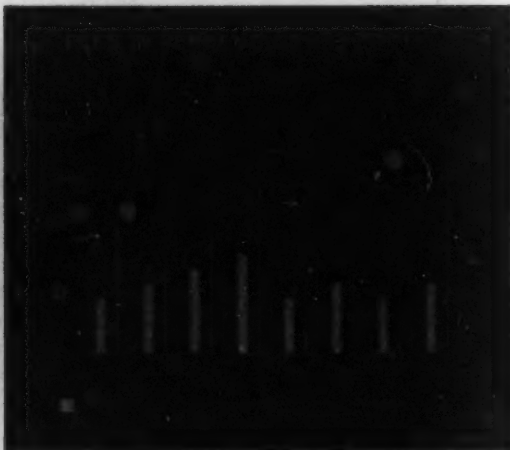


CHART TWO



CHART FOUR



100

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up 16 percent. Facilities management, often a separately billable service, is being done in 68 percent of the firms. And CADD is being used by 84 percent of the firms on our list, a 17 percent increase over last year. The average size job that lends itself to CADD is now about 33,000 rentable sq. ft., just a little smaller than last year.

Of course, professionally capable computers have come down tremendously in cost. Instead of a \$400,000 super system to be used by specially qualified professionals, firms are now using small packages like "Autocadd" on top-of-the-line personal computers, like IBM PS/2 System 60s and 80s or Compaq Deskpro 386s, distributed so that everyone in the office can work

them. This distribution produces finished, correct plans more quickly and accurately than would a CADD specialty team working without access to the designers who are requesting changes. This direct approach is being used by firms as varied as SOM of New York and Kenneth Parker Associates of Philadelphia.

However, buying 20 PC systems, even if they cost only \$20,000 each, results in the same overall capital expense as one of the older, bigger systems would. It may work far better, but it doesn't come much cheaper.

Design firms are hired in about equal numbers by top management (the chairman, president, managing partner, etc.), by senior management (vice presidents, etc.) and by professional management (facility managers, etc.). They are almost never hired by the architect (just 4 percent), and they report to the architect instead of the client in the same ratio (just 4 percent of the time).

The design firms are working with a facilities management department just 27 percent of the time, but as mentioned earlier, 54 percent of these departments are run by professional facility managers. The remaining facilities groups are headed by maintenance people and individuals who have learned on the job.

The comments we received evaluating the facilities managers continue the positive trend of several years of surveys. Facility managers are becoming far more professional, according to these surveys, but are still too

CHART FIVE

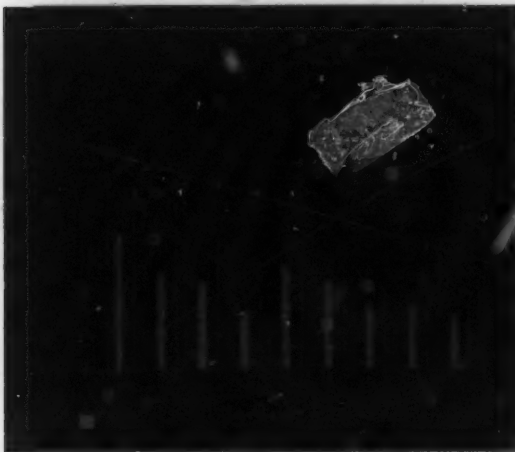


CHART SEVEN



CHART SIX

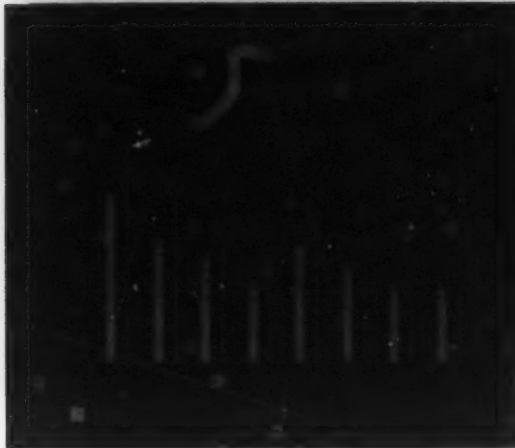
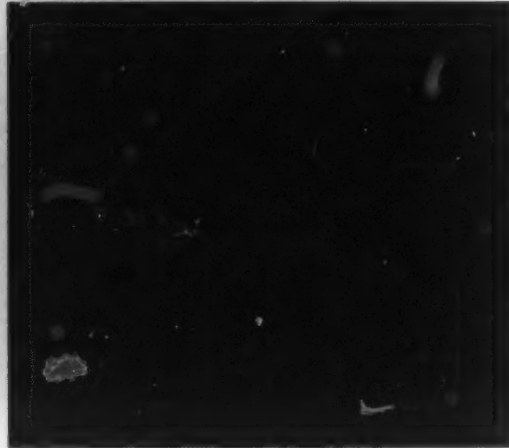


CHART EIGHT



"timid" in both their aesthetic judgment and in demonstrating corporate leadership. Of course, the facility managers might reply that designers don't (or don't wish to) understand the decision-making structure of a client intimately knowledgeable about its own field.

But designers are still not given much to work with, in terms of standards. Only 30 percent of the industry's clients have real work station standards, 28 percent have "flexible" standards, and an astounding 43 percent have none (CHART EIGHT). On average, for those clients with standards, there are six defined work stations between vice presidents and clerks, inclusive.

Who do these top 100 firms look to as leaders in their field? Each year we ask the giants which firms they most respect, which they believe to be the best managed, and what are their favorite installations. Not surprisingly, many of the same names appear every year.

This year the firms most respected by their peers are: Gensler and Associates, Kohn Pederson Fox Conway, Charles Pfister Associates, Skidmore Owings & Merrill and Swanke Hayden Connell. Considered to be best managed are: Gensler and Associates, Skidmore Owings & Merrill, Swanke Hayden Connell, Kohn Pederson Fox Conway and CRSS, Inc.

The installations chosen as this year's best are: the offices of Vignelli Associates in New York (see *Interior Design*, September 1986), Dow Jones by Swanke Hay-

den Connell in New York (May 1987), Equitable Life Assurance by Kohn Pederson Fox Conway in New York and Shell's executive offices in The Hague, Netherlands, by Charles Pfister Associates (March 1987).

This seems to be a tough year for the interior design industry. Given the conflicting trends of lower fees, increased labor costs and increased CADD usage with its need for major amounts of capital, one wonders where these firms are finding the cash to go on. We don't measure it, but there is probably a lot more debt this year. And, we suspect, profits have been strained as well. Could there be more firms looking to be acquired?

The list this year has even more firms that are not straight office or retail design firms. More and more firms are becoming highly specialized, and in doing so they have found an economically rewarding market niche. Clients want designers who understand their business and are willing to pay more for someone with their particular industry expertise.

This industry is entering a shake-out phase in which only those firms that are well managed, have found a good market niche and understand it well, are sufficiently capitalized and respected professionally will be able to compete. Is your firm ready for it? ☐

Andrew Loebelson is a vice president and senior project manager for facility management of Salomon Brothers, the New York investment banking firm.

PM - PROJECT MANAGERS
 JC - JOB CAPTAINS
 SDR - SENIOR DRAFTSMEN
 JDR - JUNIOR DRAFTSMEN
 PD - PROJECT DESIGNERS
 SD - SENIOR DESIGNERS
 JD - JUNIOR DESIGNERS
 CADD - CADD OPERATORS
 NBS - NON-BILLABLE STAFF
 TID - TOTAL INTERIOR DESIGN STAFF

100

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KEYS

- ☐ OFFICE PLANNING FIRMS
☐ GENERALISTS
☐ STORE PLANNING FIRMS
☐ MEDICAL SPECIALISTS

RANK Jan. '88 (Jan. '87)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	TOTAL FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1987 INSTALLATIONS	1988 INSTALLATIONS
					NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVERAGE BILLING RATE \$/HOUR	NO. OF EMPLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVERAGE BILLING RATE \$/HOUR		
1 (1)	Gensler and Associates/ Architects San Francisco Denver, Houston, Los Angeles, New York, Dallas, Washington, Irvine & Cupertino, CA	33.51	482.0	9.40	89 PM 40 JC 98 SDR 10 JDR 24 PD	PM JC SDR JDR PD	52.5 44.5 35 25 54	100 78 65 40 100	17 SD 82 JD 15 CADD 133 NBS 434 TID	SD JD CADD NBS TID	54 22.5 42 22.5 —	100 48 63 — —	Enron Corp., Houston Taco Bell Corp., Irvine, CA Shearman & Sterling, New York Kaye, Scholer, Fierman, Hays & Handler, New York Louisiana Land & Exploration Co., New Orleans	Columbia Pictures, Burbank, CA CentTrust Savings Bank, Miami The Bank of Nova Scotia, Toronto Epson America, Inc., Torrance, CA
2 (8)	The PHH Design Group* Hunt Valley, MD New York, Dallas, Philadelphia, Chicago, Denver, Los Angeles, San Francisco, Detroit, Washington, Tampa, FL	25.48	519.4	13.00	30 PM 33 JC 60 SDR 25 JDR 26 PD	PM JC SDR JDR PD	46.3 33.3 24.0 18.2 34.2	75 65 60 40 70	60 SD 43 JD 5 CADD 108 NBS 282 TID	SD JD CADD NBS TID	43.8 26.8 29.2 NA —	60 40 45 — —	Dean Witter Reynolds, New York The World Bank, New York Drexel Burnham Lambert, Los Angeles Cahners Publishing/R.R. Bowker Books, New York Firestone Rubber & Tire, Chicago	IBM Corporation, Southlake, TX Sears Consumer Financial Corp., Chicago L.F. Rothschild, Unterberg, Towbin, New York Kraft, Chicago Univ. of Virginia Hospital, Charlottesville, VA
3 (—)	Swanke Hayden Connell Ltd. New York Chicago, London, Miami, Washington	25.20	980.0	5.00	31 PM 23 JC 14 SDR 14 JDR 8 PD	PM JC SDR JDR PD	47.6 39.1 37.7 24.9 48.9	130 70 80 55 95	31 SD 25 JD 25 CADD 50 NBS 221 TID	SD JD CADD NBS TID	37.1 23.3 30.4 28.4 —	85 55 80 — —	Salomon Brothers, New York American Brands, Stamford, CT Johnson & Higgins, New York Dow Jones, New York Shearson-Lehman, London	RJH Nabisco, Atlanta Nabisco Brands, Inc., Parsippany, NJ Prudential Bache, New York Greenberg Traurig, Miami Manufacturers Hanover, London
4 (2)	CRSS, Inc. Houston New York, Dallas, Washington, Irvine, CA	23.48	338.8	7.43	23 PM 17 JC 14 SDR 12 JDR 8 PD	PM JC SDR JDR PD	57.5 33 30.5 22.5 36	75 55 50 35 65	19 SD 26 JD 9 CADD 32 NBS 160 TID	SD JD CADD NBS TID	31.5 25 29 16 —	55 45 45 — —	BNR Research and Office Facility, RTP, NC IBM, Maiden Lane, New York New York Times, New York Shaw Pittman Potts & Trowbridge, Washington Woodward and Lothrop, Alexandria, VA	Federal Home Loan Mortgage Corp., Washington Primerica, Greenwich, CT UCCEL, Dallas Arthur Andersen & Co., Washington Alex Brown & Sons, Baltimore
5 (3)	Environetics International New York Washington, Los Angeles, Mexico City, London, Sydney & Melbourne, Australia; Auckland, New Zealand	22.67	331.8	5.98	46 PM 16 JC 24 SDR 29 JDR — PD	PM JC SDR JDR PD	50 40 32 26 —	85 70 60 45 —	37 SD 28 JD 12 CADD 57 NBS 249 TID	SD JD CADD NBS TID	41 30 32 NA —	80 50 — — —	Blue Cross Blue Shield, Annapolis, MD Southland Corp. TRW, Los Angeles New Zealand Insurance Auckland, New Zealand Grubb & Ellis, New York	Operadora de Boisa, Mexico City Northrup Corp., Los Angeles Techworld, Washington TRW, Orange County, CA U.S. Life, Jumping Brook, NJ
6 (4)	Helimuth Obata & Kassabaum St. Louis San Francisco, Los Angeles, Dallas, Houston, Kansas City, Washington, New York, Tampa, FL	16.98	145.6	2.93	17 PM 9 JC 11 SDR 8 JDR 17 PD	PM JC SDR JDR PD	57.5 35.3 27.6 20 40.3	102 70 52 40 72	5 SD 12 JD 3 CADD 8 NBS 90 TID	SD JD CADD NBS TID	45 23.6 NA NA —	72 40 55 — —	Bank of America, San Francisco TRW, Fairfax, VA Price Waterhouse, Los Angeles Grand Trunk Western Railroad, Detroit Burger King MD, Dade County, FL	AT&T, Pleasanton, CA San Diego Convention Center, San Diego Ford Aerospace, Baltimore NCR, Worldwide Projects First Boston, Dallas
7 (25 & 53)	Mancini Duffy Associates (merger of Ralph Mancini and Duffy Inc.) New York Parsippany, NJ; Boca Raton, FL	12.00	400.0	4.84	25 PM — JC 8 SDR 22 JDR 8 PD	PM JC SDR JDR PD	42.5 — 33.5 25 40	82 — 52 42 63	8 SD 30 JD 10 CADD 23 NBS 134 TID	SD JD CADD NBS TID	38.5 28 22.5 NA —	63 42 NA — —	Peat Marwick Main & Co., Montvale, NJ Moody's Investors Service, New York Guy Carpenter & Company, Inc., New York Manufacturers Hanover Trust, New York Arthur Andersen & Company, New York	Pershing, Jersey City, NJ U.S. Trust Company, New York Wertheim Schorder & Company, New York Dooan Data Services, New York Peat Marwick Main & Company, New York
8 (5)	Bonsignore Brignati & Mazzotta, P.C. New York	11.06	79.8	2.90	28 PM 12 JC 23 SDR 9 JDR 10 PD	PM JC SDR JDR PD	NA NA NA NA NA	NA NA NA NA NA	5 SD 8 JD 8 CADD 27 NBS 101 TID	SD JD CADD NBS TID	NA NA NA NA —	NA NA NA NA —	Time, Inc., New York The Plaza Hotel, New York The Bank of New York, New York Chemical Bank, New York Barclays Bank, New York	The Plaza Hotel, New York Time Inc., New York New York University, New York Chemical Bank, New York New York Stock Exchange, New York

NA indicates information not available — indicates information not applicable to category and/or firm
 *Includes Avenue, Interpace, Walker Assoc. and Neville Lewis Assoc.

9 (13)	ISD Incorporated New York Chicago, Houston, Los Angeles	10.86	195.0	3.50	15 — — 11	PM JC SDR JDR PD	63 — — 47.5	105 — — 80	38 SD 76 JD 4 CADD 36 NBS 144 TID	31.5 21 25 25 —	53 36 42 — —	Jones, Day, Reavis & Pogue, Cleveland Stone Container, Chicago MGM/UA, Los Angeles Hogan & Hartson, Washington Riddle & Brown, Dallas	System Energy Resources, Inc., Jackson, MI American National Co., Chicago Disneyland, Anaheim, CA Sidley & Austin, Chicago Chemical Bank, New York
10 (6)	Michael Lynn & Associates New York Lake Success, NY	10.17	114.0	4.00	16 13 26 36 13	PM JC SDR JDR PD	50 38 35 25 45	90 65 60 45 80	13 SD 11 JD 3 CADD 40 NBS 171 TID	40 28 32 20 —	70 50 60 — —	EDO, New York Port Authority, New York & New Jersey Bankers Trust, New York & New Jersey NYNEX, New York National Distillers, New York	Port Liberty, New Jersey Port Authority, New York & New Jersey Bankers Trust, New York & New Jersey Liberty Mutual, New York
11 (12)	Design Collaborative, P.C. White Plains, NY Los Angeles, New York, Lake Success, NY; Stamford, CT	9.68	50.0	4.30	30 15 20 15 5	PM JC SDR JDR PD	40 30 25 20 35	60 45 38 28 48	— SD — JD 2 CADD 15 NBS 87 TID	— — 25 20 —	— — 35 — —	NYNEX, White Plains, NY Nestle, Purchase, NY AT&T, White Plains, NY New York Power Authority, New York Univision, New York	
12 (7)	Walker Group/CNI, Inc. New York Los Angeles, London	9.31	137.2	4.20	18 15 54 15 —	PM JC SDR JDR PD	65 37.5 35 25 —	128 NA NA NA —	14 SD 23 JD 6 CADD 20 NBS 165 TID	57.5 27.5 30 NA —	98 63 NA — —	Bloomington, Boca Raton, FL Marshall Fields, Chicago Burdines, Palm Beach, FL Bullocks, California (statewide) Citibank, (national program)	John Wanamaker, Philadelphia Lenox Mall, Atlanta Lucky Stores, Dublin, CA Saks Fifth Avenue, (various locations) Woodward & Lothrop, Washington
13 (15)	Cole Martinez Curtis & Assoc. (formerly Swimmer Cole Martinez Curtis) Marina del Rey, CA Los Angeles, Irvine, CA	9.20	179.1	4.64	23 9 11 8 8	PM JC SDR JDR PD	46.8 36.6 30.4 21.7 47.5	63 52 41 33 53	15 SD 9 JD 2 CADD 33 NBS 83 TID	31 20.6 23.2 24.7 —	43 30 37 — —	California Federal Savings, Los Angeles Emporium Capwell, Newark Mall, Newark, CA Zenith Insurance Company, Woodland Hills, CA May Company, Mission Valley Mall, San Diego Sports Club/LA, West Los Angeles	May Company, Lakewood Park Ctr. Lakewood, CA Transamerica Insurance Group, Woodland Hills, CA Goldwaters, Fashion Square, Scottsdale, AZ Logicon, Washington Telecredit, Inc., Los Angeles
14 (33)	Leo A. Daly Omaha, NE Washington, Atlanta, St. Louis, Los Angeles, San Francisco, Tokyo Seattle, Honolulu, Hong Kong, Singapore, Riyadh, Saudi Arabia	8.93	149.0	3.55	5 5 6 4 11	PM JC SDR JDR PD	NA NA NA NA NA	85 80 45 35 60	8 SD 3 JD 8 CADD 8 NBS 58 TID	NA NA NA NA —	50 35 30 — —	Financial Management Services, Washington Reston Center, Reston, VA UNO-College of Arts & Sciences, Omaha, NE Jet Propulsion Laboratory, Pasadena, CA Hawaiian Airlines, Honolulu	Wildwood Office Buildings, Atlanta Peat Marwick & Mitchell, Washington Norwest Bank, Omaha, NE UCLA-School of Engineering, Los Angeles One Waterfront Plaza, Honolulu
15 (17)	The Miller Organization, Inc. New York	8.20	127.0	3.60	10 3 5 9 5	PM JC SDR JDR PD	45 42 34.3 26.3 43	77 75 56 45 70	5 SD 7 JD 4 CADD 7 NBS 48 TID	43 30 20 29 —	70 60 30 — —	Merrill Lynch & Co., Princeton, NJ Merrill Lynch & Co., Somerset, NJ Morgan Guaranty Trust Company, New York Merrill Lynch & Co. (Pierce, Feny, Smith & Smith), New York Merrill Lynch & Co., London	Nomura International Inc., London Securities Industry Automation, Brooklyn, NY Morgan Guaranty Trust Company, New York Merrill Lynch & Co. (Pierce, Feny, Smith & Smith), New York Merrill Lynch & Co., London
16 (16)	HLW Architects Engineers & Planners New York Basking Ridge, NJ; Al-Kobar & Riyadh, Saudi Arabia	7.81	188.1	2.09	10 12 16 6 7	PM JC SDR JDR PD	55 38 33.8 22.8 40	100 70 62 42 74	5 SD 4 JD — CADD 14 NBS 74 TID	35 24 — 22 —	65 45 — — —	Murdock Magazines, Secaucus, NJ New York Telephone (various locations), New York State of N.J. Department of Labor, Trenton, NJ Plasma Physics Laboratory, Princeton, NJ AT&T, Morrisville, NJ	American Re-insurance, Princeton, NJ A.I.G. Executive Conference Center, Brewster, NY Jaguar Motor Cars, Mahwah, NJ USPS Administrative & Mail Facility, Queens, NY Murdock Magazines (various), New York
17 (14)	Reel/Grobman & Associates Los Angeles San Francisco, Santa Ana & San Jose, CA	7.77	240.0	4.00	8 8 12 12 15	PM JC SDR JDR PD	65 40 35 24 48	90 65 60 45 75	20 SD 30 JD 4 CADD 34 NBS 110 TID	40 24 26 25 —	65 45 50 — —	Crown Zellerbach, Inc., San Francisco Blue Cross of California, Westlake Village, CA Touche Ross, Los Angeles National Advanced Systems, San Jose, CA Tandem Computers, Cupertino, CA	Deloitte Haskins & Sells, San Francisco AST Research, Inc., Irvine, CA Kinder & Anderson, Los Angeles Arthur Young, Los Angeles TRW, El Segundo, CA
18 (21)	3D/International Houston Washington, Dallas, San Antonio, Hong Kong	7.62	144.9	3.68	4 7 13 8 6	PM JC SDR JDR PD	65 45 36 24 45	100 75 65 43 75	7 SD 12 JD 4 CADD 6 NBS 67 TID	36 24 24 20 —	65 43 — — —	Asian Development Bank, Manila, Philippines MBank/Momentum Place, Dallas USAA Western Region, Sacramento, CA Ernst & Whinney, Newport Beach, CA Winstead, McGuire, Seckrest & Minick, Houston	Browning-Ferris Industries, Houston United Gas Pipeline, Houston National Bank of Commerce, San Antonio Cox & Smith, Inc., San Antonio USAA, regional HQ, Colorado Springs, CO
19 (20)	R.J. Pavlik, Inc. Fort Lauderdale, FL Dallas	7.52	147.6	4.09	5 8 10 17 4	PM JC SDR JDR PD	NA NA NA NA NA	NA NA NA NA NA	4 SD 2 JD — CADD 5 NBS 55 TID	NA NA — NA —	NA NA — — —	Rich's Perimeter Mall, Atlanta Lord & Taylor, Stuart, FL Dayton Hudson, St. Paul, MN Hecht Company, Wheaton, MD Strawbridge & Clothier, West Whiteland, PA	Dayton Hudson, Oakland, MI Lord & Taylor, Memphis, TN Strawbridge & Clothier, King of Prussia, PA Hecht Company, Fairfax, VA Strawbridge & Clothier, Willow Grove, PA
20 (22)	Harwood K. Smith & Partners (formerly HKS Architects) Dallas Los Angeles	7.05	84.0	2.89	9 9 6 7 6	PM JC SDR JDR PD	40 30 25 20 30	72 54 45 36 54	4 SD 5 JD — CADD 4 NBS 50 TID	25 20 — 17 —	45 36 — — —	First Republic Bank Corp., Dallas Southern Methodist Univ. Student Center, Dallas Southland Life Insurance Company, Plano, TX Republic Bank/Austin, Austin, TX Texas Scottish Rite Hospital (addition), Dallas	J.C. Penney Company, Dallas First Republic Bank Corp., Dallas Dr. Pepper and The Seven-Up Company, Dallas USAA Towers, San Antonio Annuity Board-Southern Baptist Convention, Dallas

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					NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR	NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR		
21 (23)	Facilities Management Consultants (formerly Interior Planning) Westlake Village, CA Irvine & Santa Barbara CA	6.00	249.2	7.90	8 — — 10	PM JC SDR PD	45 — — 35	— — — —	9 12 4 14 57	SD JD CADD NBS TID	30 18 30 NA —	— — — — —	U.S. Air Force (various bases in U.S.) U.S. Navy (various bases in U.S.) U.S. Army (various forts in U.S.) Univ. of California, campus & medical centers County of Riverside (offices), Riverside, CA U.S. Air Forces (various bases in U.S.)	Shearson Lehman Morigan Co., Irvine, CA U.S. Navy (various bases in U.S.) U.S. Army (various bases in U.S.) County of Riverside (offices), Riverside, CA U.S. Air Forces (various bases in U.S.)
22 (—)	Ryan Gibson Bauer Architects Middletown, NJ New York	6.77	112.5	1.50	8 14 5 3 5	PM JC SDR JDR PD	65 51.2 74.3 17.2 48.1	100 89 80 30 80	12 26 24 21 50	SD JD CADD NBS TID	30.4 26 29 21 —	67 41 51 — —	Monmouth County, Edison, Freehold, NJ Morris Lynd, corporate HQ, New York Morris Lynd, Princeton, NJ Dunn & Bradstreet, Inc., Monmouth, NJ New Jersey Institute of Technology, Newark, NJ	New Jersey Institute of Technology, Newark, NJ Morris Lynd, corporate HQ, New York River Street Complex, Red Bank, NJ Newport Center, Jersey City, NJ
23 (51 & 106)	Space Design, Inc. (merger of Space Data Group & The Design Partnership) Philadelphia Marlton & Princeton, NJ	6.57	196.7	4.76	17 12 — — 13	PM JC SDR JDR PD	39.5 32.5 — — 23.5	85 50 — — 45	— — — 44 18 104	SD JD CADD NBS TID	— — — 19 18.5 —	— — — 43 — —	Alex Brown & Sons, Timonium, MD GMAC Mortgage Corp. (Phase II), Jenkintown, PA Premier Systems, King of Prussia, PA Weyerhaeuser Buildings 1 & 2, Chesterbrook, PA DeWitt Attorney's Office, Philadelphia	Fryer, Hamilton & Scholtz, Philadelphia Karr-Bath Associates, Sole City, PA Prudential Business Center, Norristown, PA Squid Technical Operations, Princeton, NJ Clark, Ladner, Fortmough & Young, Philadelphia
24 (24)	Hambrecht Terrell International New York Los Angeles, London	6.40	160.0	4.00	12 12 20 30 —	PM JC SDR JDR PD	66.8 44 40 30 —	128 82 70 55 —	10 18 — 19 121	SD JD CADD NBS TID	55 30 — 25 —	100 55 — — —	Mary's, Atlantic City, NJ Mary's, Danbury, CT J.W. Robinson's, Santa Ana, CA Rich's Lingerie, Atlanta Mary's, Hoover, AL	Stromberg's, Chicago Mary's, Bridgewater, NJ Hudson's, Clearview, New Orleans J.W. Robinson's, Norridge, CA Saks Fifth Avenue, Tysons II, VA
25 (27)	Retail Planning Associates Columbus, OH Paris, London, Tokyo, Stockholm, Dusseldorf, W. Germany, Melbourne, Australia	6.22	97.0	2.50	15 12 8 16 4	PM JC SDR JDR PD	55 35 30 22 40	95 60 55 40 70	2 6 6 15 84	SD JD CADD NBS TID	40 25 22 26 —	70 45 40 — —	Bank One Financial Marketplace, Columbus, OH Dayton-Hudson Co. Department Stores, Detroit Kroger Co. Combo Store, Lexington, KY K Mart, Troy, MI JMS Security Square Mall, Baltimore	The MERET Office Building, Columbus, OH Lazarus Div. Federated Dept. Stores, Cincinnati Wal-Mart Hypermarket USA, Dallas Mervyn's Department Stores, Dublin, CA Five Points West Mall, Birmingham, AL
26 (31)	Griswold, Heckel & Kelly, Inc. New York Chicago, Boston, Denver, San Francisco	6.20	225.0	4.00	14 12 11 12 23	PM JC SDR JDR PD	42 36 34 20 31	75 55 45 35 45	10 10 4 16 101	SD JD CADD NBS TID	25 19 32 18 —	40 30 45 — —	Quaker Oats Company, Chicago Hoskote Mills Co., Boston CitiCorp Card Service, Chicago Rollins Burdick Hanger, New York Dean Witter Reynolds (nationwide)	Arthur Andersen & Co., Chicago The Putnam Companies, Boston Associated Press International (nationwide) CitiCorp, New York JMS Realty Corporation, Chicago
27 (28)	Howard Needles Tammen & Bergendoff (HNTB) Kansas City, MO Los Angeles, New York, Milwaukee, Seattle, Boston, Phoenix, AZ	6.09	126.4	4.06	10 — 4 — 8	PM JC SDR JDR PD	30 — 28 — 25	50 — 47 — 45	10 6 2 4 45	SD JD CADD NBS TID	28 23 23 18 —	47 39 39 — —	AT&T Pavilion, Kansas City, MO Western Savings BCC, Phoenix, AZ Utilicorp United, Kansas City, MO Castle Creek V, Indianapolis Palm Springs Conference Ctr., Palm Springs, CA	J.O.I.N. Community Center, Overland Park, KS Evansville Airport Terminal, Evansville, IN St. Cabrini Hospital, Seattle Mission Shopping Center, Shawnee Mission, KS Ohio Dept. of Transportation, Newark, OH
28 (60)	The Callison Partnership Seattle	5.76	16.0	2.50	5 2 — — 8	PM JC SDR JDR PD	NA NA — — NA	80 55 — — 55	11 16 — 2 44	SD JD CADD NBS TID	NA NA — NA —	70 40 — — —	The Inn at Semi-sh-moo, Blaine, WA Blue Cross of Washington, Mountlake Terrace, WA Nordstrom, North County Fair, Escondido, CA GTE-Northwest, Everett, WA Nordstrom, Stevens Creek, San Jose, CA	GTE Northwest, Everett, WA Nordstrom, Tysons Corner, McLean, VA Microsoft, Redmond, WA Nordstrom, Southcenter, Tukwila, WA Rainier Operations Center, Seattle
29 (131)	Jung/Branner Associates, Inc. Boston New York, Hartford, CT	5.74	90.0	1.39	7 6 2 6 3	PM JC SDR JDR PD	36 30 24 21 36	65 55 42 40 65	6 3 2 3 38	SD JD CADD NBS TID	29 24 21 18 —	55 42 40 — —	Price Waterhouse, Boston Bank of New England, Springfield, MA Spaulding & Slye HQ, Burlington, MA New Hampshire Insurance (offices nationwide) Aetna, Hartford, CT	Massachusetts Financial Services, Boston Marsh & McLennan, Inc., Boston Massachusetts General Hospital, Charlestown, MA Rhode Island Administration, Providence, RI Aetna, Hartford, CT
30 (—)	The Austin Company Cleveland Chicago, Houston, New York, Atlanta, Tokyo, Madrid, Los Angeles, San Francisco, Seattle, London, Toronto, Amsterdam, Sydney, Melbourne	5.46	58.0	2.90	19 — — — —	PM JC SDR JDR PD	42.5 — — — —	52 — — — —	22 15 — 22 90	SD JD CADD NBS TID	31.5 20.5 — NA —	40 30 — — —	Martinez Tru, Chicago Southern California Edison Co., Irvine, CA Rend Corp., New York, NY WKM-TV, Sacramento People's Energy Company, Chicago	Commonwealth Edison Company Center, Chicago 88 West Wacker Building, Chicago North Pier Terminal, Chicago Barron's Corporation, Atlanta Valley National Bank, Dallas, GA
31 (—)	Steven J. Leach, Jr. & Assoc. New York Singapore, Hong Kong, London, Los Angeles, Manila, Philippines	5.44	11.0	1.00	4 2 3 4 1	PM JC SDR JDR PD	80 45 37.4 28.5 30	125 90 70 45 80	1 — 1 4 —	SD JD CADD NBS TID	28 — 25 30 —	45 — 43 — —	Morgan Guaranty Trust Company, New York Indemnity Company, Singapore Banco Inductivo de Fomento, Singapore Citic International Limited, Hong Kong Shui Kwan, Hong Kong	Wells Fargo Company, Ltd. Shell Oil Co., Peak Housing, Hong Kong

32 (26)	The Office of Pierce Goodwin Alexander Houston Dallas, Austin, TX	5.40	94.5	1.85	4 — 4 4 6	PM JC SDR JDR PD	45 48 28 35	75 85 45 58	5 5 3 4 36	SD JD CADD NBS TID	28 22 32 19 —	48 38 53 — —	Penn City, Houston Shell Oil Company, Houston Sykes, Houston M&B, Houston	Sanball Savings of Texas, Dallas
33 (49)	ASD, Inc. (Associated Space Design) Atlanta Washington, Tampa, FL	5.30	33.7	1.50	9 8 9 — —	PM JC SDR JDR PD	NA NA NA — —	100 65 55 — —	15 9 2 20 49	SD JD CADD NBS TID	NA NA NA NA —	55 35 80 — —	IBM Regional Offices of Atlantic Center, Atlanta The First F.A., Orlando, FL Holland and Knight, Tampa, FL WANG Laboratories, Atlanta Eastman Kodak, Atlanta	NCMB National Bank HQ, Tampa, FL 18 Corps & Fort Hood HQ, Kilgus, TX Polk County Government Center, Atlanta Coopers & Lybrand, Atlanta Coca Cola Company Enterprises, Atlanta
34 (48)	The Architects Collaborative Cambridge, MA San Francisco	5.21	80.1	2.40	8 4 — — 7	PM JC SDR JDR PD	47.5 35 — — 39	81 60 — — 66	10 13 2 4 48	SD JD CADD NBS TID	27.5 21.5 22.5 NA —	47 36 38 — —	Arthur Andersen & Co., Boston Hill & Barlow, Boston John Hancock Mutual Life, Boston CBS Publishing, Mount Pleasant, NY John Hancock Property & Casualty, Boston	The Amiri Divan, Kuwait John Hancock Mutual Life, Boston Zayre, corporate HQ, Framingham, MA The Limited Stores (nationwide) Kennedy School of Govt.-Harvard, Cambridge, MA
35 (47)	The Hillier Group Princeton, NJ Tampa, FL	5.07	63.0	1.15	6 5 5 6 3	PM JC SDR JDR PD	45 40 36 22 40	70 60 60 45 60	— 5 4 5 41	SD JD CADD NBS TID	— 22 28 25 —	— 45 50 — —	AT&T International Systems, Bridgewater, NJ Oak Brook Hills Hotel, Oak Brook, IL	Upjohn, Kalamazoo, MI
36 (35)	Flad & Associates Madison, WI Milwaukee, Gainesville, FL	4.96	40.7	1.83	11 — — 10 2	PM JC SDR JDR PD	45 — — 16 26	65 — — 28 41	2 3 4 5 37	SD JD CADD NBS TID	21 16 24 15 —	35 28 29 — —	Composite Medical Facility, Minot USAF Base, ND Shands Teaching Hospital, Gainesville, FL Univ. Of Wisconsin Science Center, Madison, WI Basch & Lomb, Rochester, NY Trevon Labs, Round Lake, IL	Madison Area Technical College, Madison, WI Whirlpool Corporation, Benton Harbor, MI Church Mutual Insurance Co., Merrill, WI Northwestern Univ., industrial lab, Evanston, IL St. Elizabeth Hospital, Appleton, WI
37 (55)	Business Space Design Seattle Phoenix, AZ, Columbus, OH	4.85	60.6	2.45	7 3 7 8 5	PM JC SDR JDR PD	41.5 25 34 24 40	65 40 55 48 60	5 7 — 8 43	SD JD CADD NBS TID	29 19.5 — 21 —	48 35 — — —	Stanford Hospital Modernization, Stanford, CA Oakwood Retirement Community, Tucson, AZ State Office Tower, Columbus, OH Pine Waterhouse, Seattle Medlow, Inc. (building two), Hayward, CA	Karr, Tuttle, Ketch, et al, Seattle Valley National Bank-Arboleda, Phoenix, AZ Loma Linda University Medical Center, Linda, CA State Auto Simpson Investment Company, Seattle
38 (38)	SCR Design Organization, Inc. New York Teaneck, NJ	4.80	78.0	1.90	8 5 12 6 8	PM JC SDR JDR PD	50 36 33 25 42	85 75 65 65 75	5 4 2 6 56	SD JD CADD NBS TID	39 25 30 NA —	75 65 85 — —	Automatic Data Processing, Cinnel, NJ WANG Laboratories, Inc., New York Citibank, N.Y., New York Bally Industries, New York American Stock Exchange, New York	Republic National Bank, New York Wunderman Worldwide, corporate HQ, New York Catal IPG, New York Yates Line, corporate HQ, New York Citibank, New York
39 (44)	The Switzer Group, Inc. New York Baltimore	4.75	123.8	1.85	5 5 4 3 —	PM JC SDR JDR PD	52 41 36 27 —	95 90 75 75 —	7 6 3 17 50	SD JD CADD NBS TID	37 26 30 24.5 —	90 75 110 — —	Continental Insurance Company, Cranbury, NJ Integrated Resources, Inc., New York Banco Paribas, New York Home Life Insurance Company, New York Satchel & Satchel Compton, Inc., New York	Integrated Resources, Inc., New York Simplicity Pattern Company, Inc., New York Xerox Corporation, New York Young & Rubicam, New York Satchel & Satchel Compton, Inc., New York
40 (87)	Kohn Pederson Fox Conway Associates, Inc. New York	4.69	66.0	1.20	10 10 8 17 8	PM JC SDR JDR PD	45 35 30 20 45	76 60 60 32 76	7 16 5 15 81	SD JD CADD NBS TID	30 20 25 22 —	60 32 32 — —	Boar Stern & Co., New York MOW Financial Services, New York Foster, Cone & Belding, New York Time, Inc. (caterpillar), New York MOW Financial Services, Syracuse, NY	ABC Headquarters, New York Brooklyn Union Gas, Brooklyn, NY Mobile Communications, Jackson, MS Reed/Off, New York Bally's Park Plaza Casino, Atlantic City, NJ
41 (43)	IA, Interior Architects, Inc. San Francisco New York	4.80	58.0	1.84	11 3 5 8 4	PM JC SDR JDR PD	48 29 29 25 32	88 82 82 45 57	3 1 — 14 49	SD JD CADD NBS TID	30 23 — 28 —	54 41 — — —	Delta Dental of California HQ, San Francisco Kohlberg Kravis Roberts & Co., New York The Pacific Bank HQ, San Francisco Yusko Reed & Company, Oakland, CA Wells Fargo Bank, S. California HQ, Los Angeles	Hennrich & Omet, corporate HQ, San Francisco Kohlberg Kravis Roberts & Co., New York Wells Fargo Bank, corporate offices, New York The Citicorp Company, corporate HQ, Oakland, CA Zanussi-American, corporate HQ, New York
42 (74)	The International Design Group, Inc. Toronto New York, London	4.59	72.0	1.30	10 — 29 — 14	PM JC SDR JDR PD	NA — NA NA NA	120 — 60 — 85	29 10 — 19 74	SD JD CADD NBS TID	NA NA NA NA —	60 — — — —	Stro Center, Gateshead/Hawthorn, England Kingsway Garden Mall, Edmonton, Alberta Northgate Center, Regina, Saskatchewan Paw Science Mall, Greensboro, NC	Sandwell, Phase 1, Birmingham, U.K. Cardiff Court, Belfast, Northern Ireland Nacelle Laser, Toronto Unicentro, Buenos Aires, Argentina La Motte Simoes, Quebec City
43 (40)	Reback Design Associates Los Angeles	4.88	91.3	1.40	14 7 3 8 4	PM JC SDR JDR PD	48 32 28 19 35	85 85 55 30 85	8 8 — 12 80	SD JD CADD NBS TID	28 28 — 24 —	55 30 — — —	Thomson, City of Commerce, CA SBC Industries City, Berkeley, CA Sundt & Crawford Group, Los Angeles VMS/Beckman, Beverly Hills, CA New World Entertainment, Los Angeles	Marvel Productions, Woodland Hills, CA SBC Industries City, Berkeley, CA Security Pacific Credit, Woodside Village, CA VMS/Beckman, Beverly Hills, CA Loma Computing Corporation, Los Angeles

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					NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR	NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR		
44 (32)	RTKL Associates, Inc. Baltimore Washington, Dallas, Los Angeles, Fort Lauderdale, FL	4.44	88.2	3.47	4 6 — 4	PM JC SDR JDR PD	45 35 — — 40	75 62 — — 70	6 8 — 4 32	SD JD CADD NBS TID	35 31 — 22 —	62 55 — — —	Semmes, Bowen & Semmes, Baltimore World Bank, Washington International Monetary Fund, Washington Citibank Maryland, NA, Baltimore Maryland National Bank, Baltimore	Rivoli Office Building, Baltimore Fairfax County Government Center, Fairfax, VA Central Intelligence Agency, Washington Peat Marwick Main, Baltimore Legg Mason Wood Walker, Baltimore
45 (—)	Whisler-Patri San Francisco Sacramento	4.36	41.4	1.07	13 2 2 11 5	PM JC SDR JDR PD	42.8 36.4 36.6 20.4 34.1	84 69 66 39 66	2 10 5 16 35	SD JD CADD NBS TID	50 22.5 28 27.5 —	84 39 55 — —	McDonnell Douglas, San Jose, CA Security Pacific National Bank, San Francisco First Interstate Bank-California, San Francisco Barclay's Bank of California, San Francisco Hotel Nikko, San Francisco	Fireman's Fund Insurance Companies, Morate, CA East Bay Municipal Utility Dist. HQ, Oakland, CA Hills Brothers Coffee, San Francisco Pacific Stock Exchange, San Francisco Home Savings of America, San Francisco
46 (37)	Intraspace Designers, Inc./ Reynolds Smith & Hills Jacksonville, FL Greensboro, NC; Orlando, Tampa & Tallahassee, FL	4.30	134.8	2.23	4 — 1 — 4	PM JC SDR JDR PD	36 — 22.8 — 20.7	63 — 35 — 35	1 5 — — 15	SD JD CADD NBS TID	30.7 15 — — —	45 25 — — —	Florida National Bank, Jacksonville, FL International Airport, Fort Lauderdale, FL Salvation Army Services Ctr., Jacksonville, FL Florida National Bank, Orlando, FL Bay Colony/Parc Center, Jacksonville, FL	Security First Federal Branches, Tallahassee, FL First Union Branches & Regional Centers, Florida
47 (34)	Interior Facilities Associates, Inc. New York	4.25	127.0	1.70	5 — 9 3 —	PM JC SDR JDR PD	40 — 35 22 —	80 — 65 37 —	8 6 1 7 35	SD JD CADD NBS TID	35 22 25 NA —	65 37 50 — —	Kenny Group, New York NBC, New York AIG, New York Securities Settlement Corp., New York Citicorp, New York	First Union National Bank, Charlotte, NC AIG, New York City University of New York, New York
48 (29)	Gresham, Smith and Partners Nashville, TN Birmingham, AL	4.22	24.0	2.74	2 2 1 — 10	PM JC SDR JDR PD	49 29 17 — 24.1	87 52 30 — 43	6 8 — 3 32	SD JD CADD NBS TID	33.6 20.6 — 15.9 —	60 37 — — —	Nashville Metro Air Terminal, Nashville Alabama Power Company Tower, Birmingham, AL Meadow Brook II, Birmingham, AL American Airlines, Nashville, TN Whirlpool Corporation, Nashville, TN	Alabama Power Renovation, Birmingham, AL American Airlines, Nashville, TN First Tennessee Bank, Nashville, TN
49 (52)	Space Design International Cincinnati Los Angeles, Tampa, FL	4.19	51.5	1.85	9 9 6 13 7	PM JC SDR JDR PD	55 40.4 34.3 22.6 42	80 70 50 40 60	6 10 1 14 51	SD JD CADD NBS TID	28 18 30 20 —	50 40 60 — —	Edward J. DeBartolo Corporation, Youngstown, OH P.A. Bergner & Company, Milwaukee Paragon Group, Tampa, FL Van Leuven Department Stores, Cincinnati The Limited, Columbus	Lazarus Department Stores, Cincinnati Savings & Loan Data Corporation, Cincinnati P.A. Bergner & Company, Milwaukee U.S. Shoe Corporation, Cincinnati Museo del Transporte, Caracas, Venezuela
50 (46)	CUH2A Princeton, NJ	4.05	57.9	1.62	11 4 2 1 8	PM JC SDR JDR PD	46.5 42 33.5 27.5 38	93 68 48 43 53	6 6 3 4 45	SD JD CADD NBS TID	23.5 16.5 33 NA —	38 26 43 — —	N.J. Dept. of Transportation HQ, Trenton, NJ Thomas & Betts, corporate HQ, Raritan, NJ Procter & Gamble Miami Valley, Cincinnati Convair Division HQ, Skillman, NJ Supermarkets General, corporate HQ, Carteret, NJ	DKM Properties Corporation, Princeton, NJ Merck Sharp & Dohme, West Point, PA BMW of North America HQ, Woodcliff, NJ Piney, Hardin, Kipp & Szuch, Morristown, NJ The Pullman Company, HQ, Princeton, NJ
51 (45)	Planned Expansion Group, Inc. White Plains, NY	4.00	48.0	.60	6 8 5 6 5	PM JC SDR JDR PD	50 40 35 20 45	NA NA NA NA NA	6 9 — 8 45	SD JD CADD NBS TID	40 25 — 22 —	NA NA — — —	Oppenheimer Management, HQ, New York Oppenheimer Corporate Expansion, New York March of Dimes HQ, White Plains, NY Petrie Stores Corporation (nationwide) ShopRite Supermarkets (Northeast)	Oppenheimer Corporate Expansion (nationwide) Petrie Stores Corporation (nationwide) ShopRite Supermarkets (Northeast)
52 (63)	Burt Hill Kosar Rittelmann Associates Pittsburgh Washington, Philadelphia, Butler, PA; Fort Meyers, FL	3.96	54.2	1.90	16 — 5 — 4	PM JC SDR JDR PD	35 — 22 — 30	65 — 45 — 65	15 21 6 10 77	SD JD CADD NBS TID	24 16 18 20 —	55 40 35 — —	Consolidated Natural Gas Co./PNG, Pittsburgh Pencoler, Johnstown, PA Mellon Independence Center, Philadelphia PPG Industries, Pittsburgh Ryan Homes (various locations)	Blue Cross of Western Pennsylvania, Pittsburgh Brickstone Associates, Andover, MA KDKA (Westinghouse), Pittsburgh Marsh and McLennan, Inc., Pittsburgh Ryan Homes (various locations)
53 (39)	Staffelbach Designs & Assoc. Dallas Kansas City, MO	3.88	39.4	1.85	9 — 3 4 9	PM JC SDR JDR PD	39 — 29 22 23	70 — 50 42 42	11 7 3 14 53	SD JD CADD NBS TID	27 17 29 NA —	58 35 56 — —	H&M Park West, Dallas Metropolitan Financial Corporation, Dallas Lomas & Nettleton, Dallas Republic Health Corporation, Dallas Yellow Freight System, Inc., Kansas City, MO	Fairlight & Jaworski, Dallas Mobil Oil Corporation, Dallas Gifford-Hill, Inc., Dallas Cadillac Fairview Urban Development, Dallas Verneade, Inc., Paramus, NJ
54 (59)	Descon Interiors, Inc. New York Los Angeles	3.85	70.0	1.20	8 1 6 5 2	PM JC SDR JDR PD	45 75 35 20 80	75 100 75 50 80	3 4 1 18 48	SD JD CADD NBS TID	3 4 1 NA —	75 55 45 — —	Mottel, Inc., New York & San Francisco WYREX, New York BDO&O, New York Grey Advertising, New York Audite & Surveys, New York	Descon, Porter, Morrell, New York Prescott, Bull & Turban, New York Allstate Insurance, New York 140 Cedar Street, New York 380 Fifth Avenue, New York

55 (54)	Total Concept/New York Inc. New York London, Winston-Salem, NC	3.73	60.0	.55	7 — — 2	PM JC SDR JDR PD	110 35 — 38	108 26 — 29	4 SD 7 JD 1 CADD 5 NBS 22 TID	37 23.5 15 28 —	29 18 11 — —	First Boston, corporate HQ, New York First Boston, Tarrytown, NY First Boston, Boston Russell Reynolds Associates, New York Credit Suisse First Boston, London	First Boston, corporate HQ, New York First Boston, Chicago National Audubon, New York O'Connor & Associates, Chicago First Boston, Park Avenue Plaza, New York
56 (—)	Interprise Associates Dallas, Los Angeles, Chicago, Oakbrook Terrace, IL	3.70	66.7	2.60	13 5 6 5 2	PM JC SDR JDR PD	45 33 29 23 28	80 70 60 40 50	8 SD 3 JD 4 CADD 11 NBS 57 TID	45 20 29 20 —	60 40 60 — —	Winstead, McGuire, Sochrest & Minick, Dallas Troy & Nichols, Monroe, LA Crum & Forster, Las Colinas, TX W.C.I. Financial, Inc., Las Colinas, TX Cellular Business Systems, Mount Prospect, IL	Frantz & Sharr, Los Angeles IBM, Las Colinas, TX MCC Powers, Buffalo Grove, IL McDonald's Corporation, Oakbrook, IL Peoples, Dallas
57 (56)	Stevens & Wilkinson, Inc. Atlanta Washington, Tampa, FL; Columbia, SC	3.60	74.5	1.58	7 11 — — 4	PM JC SDR JDR PD	41.3 33.5 — — 39	74 80 — — 70	11 SD 8 JD 2 CADD 7 NBS 50 TID	26.7 20.8 29.1 18.7 —	45 37 52 — —	Bellsouth, corporate HQ, Atlanta Confederation Life Insurance Co., Atlanta IBM, Shreveport, LA Comptroller of the Currency Office, Atlanta Georgia-Pacific, Atlanta	Deposit Guaranty National Bank, Jackson, MI Ruden Barnett McClosky, et al, Miami Anderson Moss Rasso & Cohen, Miami McCann-Erickson, Atlanta IBM, Fort Meyers, FL
58 (61)	RNL Facilities Corporation Denver	3.56	44.7	1.17	3 5 2 — 2	PM JC SDR JDR PD	34 28 24 — 30	56 46 40 — 50	4 SD 4 JD 4 CADD 4 NBS 28 TID	24 20 18 18 —	40 33 30 — —	Beta West/Scanlon Hotel, Denver Security Life, Denver Ohmada, Boulder, CO Mountain Bell, Denver First Interstate Bank, Boise, ID	Maryville, Denver Kirchner Moore, Denver Ball Aerospace, Broomfield, CO Capitol Federal Savings, Denver First Interstate Bank, Fort Collins, CO
59 (58)	Vickrey/Ovresat/Awsumb Assoc. Chicago Orlando, FL	3.53	22.8	.83	2 2 — — 4	PM JC SDR JDR PD	45 40 — — 35	80 65 — — 65	4 SD 8 JD 4 CADD — NBS 24 TID	28 17 25 — —	55 45 45 — —	Gardner, Carlton & Douglas, Chicago Advance Transformer Company, Rosemont, IL Chicago Catholic/Archdiocese, Chicago IBM Corporation, Lexington, KY Rosa-Holman Institute of Tech., Terre Haute, IN	Marriott Suites Hotel, Rosemont, IL Willard Airport/Univ. of Illinois, Champaign, IL Paul Marwick Main & Co., Minneapolis Comdisco, Inc., Rosemont, IL
60 (50)	Robinson Mills + Williams San Francisco San Jose & Walnut Creek, CA	3.52	37.1	.89	7 6 — — 2	PM JC SDR JDR PD	45 31.8 — — 40	75 53 — — 60	6 SD 6 JD 1 CADD 2 NBS 30 TID	33.5 25.3 30.5 24.5 —	53 40 50 — —	Crowley Maritime Corp., San Francisco Cooley Godward Castro, et al, Palo Alto, CA Mojo/Allen & Deward Advertising, San Francisco Mark Hopkins Hotel, San Francisco Knoll International Showroom, San Francisco	Pittsburg Madison & Sutor, San Jose, CA Transpacific Development Corp., Oakland, CA Apple Computer, Inc., Redwood, CA Transamerica Pyramid, lobby, San Francisco Easthill Realty, San Francisco
61 (84)	LCP Associates, Inc. New York	3.50	45.0	.70	10 1 7 2 4	PM JC SDR JDR PD	40 35 30 20 50	73 65 65 35 73	5 SD 3 JD 1 CADD 8 NBS 33 TID	45 20 30 25 —	65 40 50 — —	Skadden Arps Slate, et al, Washington New York Stock Exchange, New York Boez Allen & Hamilton (various offices) Recruit USA, New York Krell Associates, Inc., New York	Skadden Arps Slate, et al, New York Harry M. Stevens, New York Orrick Herrington & Sutcliffe, New York Rabobank, New York Dunham & Marcus, New York
62 (42)	Sheridan Harinsky Associates New York Centerport, NY	3.49	42.8	3.00	6 — 5 4 —	PM JC SDR JDR PD	45 — 28 15 —	113 72 40 — —	4 SD 2 JD 2 CADD 7 NBS 23 TID	42 17 40 22 —	93 43 90 — —	Manufacturers Hanover, New York Citibank, New York E.F. Hutton, New York Dean Witter, New York Richmond Hill Savings Bank, Floral Park, NY	E.F. Hutton, New York Manufacturers Hanover, New York Bankers Trust Company, New York Pine Ridge Estates, Greenville, NY Brookville Country Club, Glen Head, NY
63 (73)	Deupi and Associates, Inc. Washington Arlington, VA	3.39	200.0	4.00	13 — 7 11 —	PM JC SDR JDR PD	45 — 30 20 —	60 — 40 35 —	8 SD 4 JD 6 CADD 14 NBS 63 TID	40 25 30 28 —	50 35 50 — —	Bank of Virginia, corporate HQ, Washington Perpetual Savings Bank, corporate HQ, Washington IBM Quince Orchard Facility, Gaithersburg, MD RJR Nabisco, Washington Advanced Technologies, Arlington, VA	Fannie Mae, corporate HQ, Washington Dachert, Price, & Rhoads, Washington Bishop, Cook, Purcell & Reynolds, Washington Dunnells, Duvall, Bennett & Porter, Washington Patent Office, Arlington, VA
64 (62)	Interior Design Inc./ Architectural Interiors/ A. Epstein Companies Los Angeles Chicago	3.30	84.8	1.60	7 4 5 4 6	PM JC SDR JDR PD	NA NA NA NA NA	60 55 55 42 80	6 SD 5 JD — CADD 9 NBS 37 TID	NA NA — NA —	60 30 — — —	ARCO, Los Angeles Bank of America, Pasadena, CA Union Bank, Los Angeles The Daily News, Woodland Hills, CA First Interstate Services Co., El Segundo, CA	City of Los Angeles, Los Angeles Maritz and Spencer, London Trans America, Los Angeles United Airlines, El Grove Village, IL Hewlett Packard, Rolling Meadows, IL
65 (81)	Butler Rogers Baskett New York Stamford, CT	3.28	51.9	.68	7 3 3 4 4	PM JC SDR JDR PD	52 42 40 24 43	87 70 67 40 72	3 SD 2 JD 2 CADD 7 NBS 35 TID	39 22 36 27 —	65 37 60 — —	Whitman & Ransom, New York Fred S. James of New York, Inc., New York French American Bank, New York Cleary Gottlieb Steen & Hamilton, New York Dewey Ballantine, New York	Dreyfus Corporation, Jersey City, NJ LeBoeuf, Lamb, Leiby & MacRae, New York WNET, New York Allen-Stevenson School, New York The Buckley School, New York
66 (19)	Perkins & Will Chicago New York, Washington	3.24	123.8	3.63	4 3 3 — 8	PM JC SDR JDR PD	42.5 35 32 — 32	75 60 55 — 55	9 SD 15 JD 2 CADD 2 NBS 46 TID	40 23 24 19 —	70 40 40 — —	Time Life Books, Richmond, VA Recon/Optical Expansion, Barrington, IL Atlantic Shores Hotel, Myrtle Beach, SC Office of General Services, New York Catholic University of America, Washington	Egyptian General Petroleum Co., Cairo, Egypt Illinois Credit Union, Chicago Waste Management Environmental Lab, Geneva, IL Dept. of Health and Human Services, Chicago Stoller & Company, Chicago

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RANK '88 Jan. '87	FIRM NAME HEADQUARTERS & BRANCH OFFICES	TOTAL FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1987 INSTALLATIONS	1988 INSTALLATIONS
					NO. OF EM- LOYEES	CATEGORY	AVERAGE SALARY IN \$1000's	AVG. BILLING RATE \$ HOUR	NO. OF EM- LOYEES	CATEGORY	AVERAGE SALARY IN \$1000's	AVG. BILLING RATE \$ HOUR		
67 (69)	DBI, Inc. Washington Vienna, VA	3.07	93.3	2.90	15 4 9 2 4	PM JC SDR JDR PD	41 25 18.5 16.6 35	75 68 52 34 75	5 5 4 15 63	SD JO CADD NBS TID	27.3 16 21 24.6 —	68 34 85 — —	Blue Cross/Blue Shield, Washington Oxford Development Corporation, Bethesda, MD Medline National Bank, Landham, MD C & P Telephone, Hyattsville, MD ERC International, Fairfax, VA	McDermott, Wm. Emery, Washington LICOM, Inc., Norwood, MA Lightfoot, Rockville, MD Blue Cross/Blue Shield, Washington Dominion Bancshares, Vienna, VA
68 (76)	Forrest/Bodrug Partners, Inc. Toronto Montreal, Ottawa, Ontario, Calgary, Alberta	2.99	37.8	1.93	5 5 3 — 2	PM JC SDR JDR PD	40 38 33 — 28	60 50 45 — 40	8 7 2 11 32	SD JO CADD NBS TID	35 19 22 21 —	45 35 35 — —	Pine Canada Products, Toronto McLeod Young Weir, (office throughout Ontario) Ottawa International Airport, Ottawa, Ontario Canada Systems Group, Toronto Council Toronto Development, Toronto	Guaranty Trust Company, Toronto Canterra Energy, Calgary, Alberta Bank of Montreal, Toronto
69 (86)	H.M. Keiser Associates, Inc. New York	2.94	40.0	.80	5 4 5 7 4	PM JC SDR JDR PD	60 35 28 19 40	90 50 40 30 65	3 4 — 4 32	SD JO CADD NBS TID	30 19 — 22 —	45 30 — — —	Paul Weiss, Ribick, et al, New York Haight, Gardner, Poor & Havens, New York J & W Seligman/Union Data Service Co., New York Gregory & Adams, Wilton, CT Reesman & Collis, New York	White & Case, New York Chadbourne & Parks, New York Solomon & Solomon, New York Donovan, Leisure, Newton & Irvine, New York Bergman & Blackman, New York
70 (92)	Soo Kim Associates, Inc. New York	2.90	40.0	1.00	8 4 4 6 4	PM JC SDR JDR PD	50 32 35 22 30	80 52 55 35 48	4 7 2 4 36	SD JO CADD NBS TID	35 22 30 25 —	56 35 48 — —	McDonnell Douglas, New York The Greater New York Savings Bank, New York Bank of America, New York The Depository Trust Company, New York FMD/SVP, New York	McDonnell Douglas, New York The Greater New York Savings Bank, New York Bank of America, New York The Depository Trust Company, New York Pogolitz & Wachman, P.C., New York
71 (79)	Greenwell Goetz Architects Washington Vienna, VA	2.89	49.3	.95	9 12 8 4 —	PM JC SDR JDR PD	42 34 24 20 —	83 55 45 45 —	7 7 2 13 62	SD JO CADD NBS TID	34 24 25 26 —	55 45 75 — —	CNI, Inc., Rockville, MD Sudler & Berke, Washington Willsie, Fary & Gillingham, Washington Strategic Planning Corp., Washington York Associates, Bethesda, MD	V.O. Schinnerer Company, Chevy Chase, MD International Trade Commission, Washington AETNA Insurance Company, Fairfax, VA TRW, Fairfax, VA Verner, Lipert, Bernard, et al, Washington
72 (88)	Sverdrup Corporation St. Louis, MO Dallas, Phoenix, AZ; Orlando, FL; Arlington, VA	2.86	31.5	1.05	5 3 3 4 6	PM JC SDR JDR PD	40 32 22 18 25	60 50 40 35 40	6 8 1 10 46	SD JO CADD NBS TID	35 16 26 NA —	55 32 42 — —	Armed Forces Insurance, Leavenworth, KS WCI, Dallas Barnes Hospital, St. Louis, MO Thompson & Mitchell, St. Louis, MO United Missouri Bank, Kansas City, MO	Ernst & Whinney, Cleveland, OH Commercial National Bank of Peoria, Peoria, IL Webster University, St. Louis, MO Central Bank, Jefferson City, MO Union Electric Co., St. Louis, MO
73 (75)	J. Gordon Carr & Associates, P.C. New York	2.85	58.8	1.00	5 5 3 6 5	PM JC SDR JDR PD	90 47 48 22 55	95 75 60 32 65	4 5 2 5 40	SD JO CADD NBS TID	54 30 28 25 —	65 40 40 — —	Sullivan & Cromwell, New York Westport Pepperell, New York CBS Publications, New York Goldman Bank, New York Chemical Bank, New York	Lord, Day, Lord, New York American Re-insurance, New York & San Francisco Dresner Bank, New York Brown & Wood, New York Public Securities, New York
74 (120)	Add Inc. Cambridge, MA Washington	2.82	34.3	.86	7 4 2 5 6	PM JC SDR JDR PD	38.5 32.5 33 22 34.5	78 65 65 45 72	5 4 6 18 39	SD JO CADD NBS TID	65 28.5 28 24 —	100 56 56 — —	The New England, Boston Com/Enery, Cambridge, MA Digital Equipment Corporation, Boston, MA Mire Corporation, Lexington, MA Murphy & Gross, Boston	IBM/404 Wyman Street, Waltham, MA Microcom, Norwood, MA Fidelity Properties, Boston Simon & Schuster, Needham, MA Union Mutual, Portland, ME
75 (68)	Gruzen Samton Steinglass Architects, Planners New York	2.71	29.3	1.40	2 1 1 — 1	PM JC SDR JDR PD	55 45 35 — 40	103 85 66 — 75	1 1 1 2 10	SD JO CADD NBS TID	35 23 30 23 —	66 43 56 — —	The Royalton Hotel, New York Greenwich Court, Charles Shaw Co., New York Benjamin S. Rosenthal Library, Jamaica, NY Hebrew Home for the Aged, Riverdale, NY Environmental Protection Agency, Washington	Social Security/General Services, Queens, NY Metropolitan Transit Authority, New York Kingsborough Community College, Brooklyn, NY Residence Hall, Columbia University, New York
76 (89)	The H. Chambers Company Baltimore Lyford Cay, Nassau, Bahamas	2.70	31.9	1.24	4 — 2 2 4	PM JC SDR JDR PD	40 — 24 18 25	80 — 45 40 55	11 7 1 4 35	SD JO CADD NBS TID	34 20 35 16 —	65 45 65 — —	American Trading & Production Corp., Baltimore Philadelphia Country Club, Gladwyne, PA Bahamas Electric Company, Nassau, Bahamas Forest Lake Club, Columbia, SC Lancaster Country Club, Lancaster, PA	Slimar Cruise Lines, Trieste, Italy Army Depot, New Cumberland, PA National Insurance Board, Nassau, Bahamas Dover AFB, CES HQ, Dover, DE Princess Ann Country Club, Virginia Beach, VA
77 (113)	Clark Tribble Harris and LJ Architects, P.A. Charlotte, NC London, New York, Washington, Savannah, FL	2.68	68.3	2.25	4 2 1 — 2	PM JC SDR JDR PD	NA NA NA — NA	NA NA NA — NA	7 1 2 — 10	SD JO CADD NBS TID	NA NA NA — —	NA NA NA — —	Seabold & Seabold SPS Complex, New York College Square Mall, Cedar Falls, IA First Union National Bank, Charlotte, NC Sears Roebuck, New York FBI, Corporate HQ, Alexandria, VA	The Fish Market, Baltimore AT&T, Charlotte, NC Cherry Chase Pavilion, Washington WUSA-TV, General Co., Washington

78 (70)	Office Design Associates/ Shepard Martin Inc. New York	2.56	41.9	.95	7 PM 3 JC 4 SDR 3 JDR 3 PD	47.5 37.5 33.5 25 48	85 82 45 34 55	3 SD 2 JO 2 CADD 8 NBS 35 TID	36 25 55 25 —	48 34 55 — —	New York Shipping Association, New York International Longshoremen's Assoc., New York New England Life/Investment Agency, New York Holland Protection Agency, Lake Success, NY NYS, New York	NYA, New York
79 (181)	BSHA (formerly Buss Silvers Hughes & Associates) San Diego Phoenix, AZ; Colorado Springs, CO	2.55	25.5	1.25	3 PM 2 JC — SDR 2 JDR 2 PD	NA NA — NA NA	70 50 — 30 55	3 SD 3 JO — CADD 5 NBS 20 TID	NA NA — NA —	45 30 — — —	Ford Aerospace, Colorado Springs, CO First Interstate Bank Building, San Diego Homes Development, La Jolla, CA Great Western Bank, San Diego Coronado Airport Plaza, Coronado, CA	Premar's Food, San Diego Sartoris Workers Training Facility, San Diego Great Western Bank, Rancho Penasquitos, CA The Vista Tower, San Diego John Burroughs Building, San Diego
80 (—)	The Cannon Corporation Grand Island, NY New York, Boston, Washington, St. Louis, MO; Buffalo, NY	2.55	17.9	2.22	6 PM 1 JC 3 SDR 2 JDR 4 PD	44.9 29.9 23.9 20 23.9	75 58 48 33 40	3 SD 4 JO 4 CADD 3 NBS 30 TID	37 20 14.9 17.4 —	62 33 25 — —	Goldman Bank for Savings, Buffalo, NY Naval For. Engineering Command, Portsmouth, NH Blue Cross of Western New York, Buffalo, NY Citibank Operation Center, Rochester, NY Farm Credit Bank of Springfield, Agawam, MA	Cary Foster Sherman Medical School, Buffalo, NY George Washington Univ. Hospital, Washington Manufacturers & Traders Trust Co., Buffalo, NY Homer Medical Center, Erie, PA Kaiser Permanente, Keanington Medical Ctr., MD
81 (72)	Ford & Earl Associates, Inc. Warren, MI Troy, MI	2.53	74.8	1.70	12 PM 4 JC 2 SDR 3 JDR — PD	49 33 28 21 —	70 50 45 35 —	4 SD 19 JO 2 CADD 12 NBS 44 TID	32 22 22 24 —	50 35 35 — —	Craie Publishing, Chicago United Foundation, Detroit Stroh's River Plaza, Detroit Wong Computer, Farmington Hills, MI Miscellaneous hospital work, Detroit	Standard Federal Bank, Troy, MI Ford Motor Company, Dearborn, MI Miscellaneous hospital work, Detroit MI Standard Federal Bank, Fort Wayne, IN Federal Reserve Bank, Charlotte, NC
82 (57)	Thompson Ventulett Stainback & Associates, Inc. Atlanta Macon, GA	2.48	47.1	3.93	3 PM JC — SDR — JDR 7 PD	43 — — — 30	71 — — — 49	5 SD 3 JO — CADD 4 NBS 22 TID	23 17 — 19 —	38 28 — — —	Bull Power, corporate HQ, Pensacola, FL IBM Southeast Marketing Division, Atlanta Aurora Mall Renovation, Aurora, CO Market Square, Atlanta AT&T Regional Office (Southeastern U.S.)	Miami Beach Convention Center, Miami Beach, FL Wesley's Pyramid, New Orleans Luther Place, Atlanta Altamont Mall Renovation, Altamont, FL AT&T Gateway Center, Charlotte, NC
83 (95)	Quantrell Mullins & Associates, Inc. Atlanta	2.47	30.0	.85	5 PM — JC 1 SDR — JDR 4 PD	35 — 32 — 35	65 — 55 — 65	5 SD 5 JO 1 CADD 4 NBS 21 TID	28 22 32 NA —	55 45 50 — —	First Union National Bank of Georgia, Atlanta IBM (branch office) Smith Gambrell & Russell, Atlanta Cantata Properties, Inc., Atlanta Bradley Wellness Center, Dallas, GA	First Union Bank, offices, Charlotte, NC Cushman & Wakefield, Atlanta The Condliffe Building, Atlanta Sci/Trek Science Museum, Atlanta Egon Zehnder International, Atlanta
84 (—)	BOMAD Inc. Hoboken, NJ	2.43	40.0	.60	3 PM 1 JC 1 SDR 1 JDR 2 PD	50 40 35 23 25	85 75 65 42 45	1 SD — JO 4 CADD 2 NBS 15 TID	30 — 30 18 —	56 — 110 — —	Merrill Lynch Regional Services Center, Boston Massachusetts Gen. Council Trust Fund, New York Charmant Cove, public spaces, Jersey City, NJ Home Insurance Co., HQ consolidation, New York Merrill Lynch Reallocation Mgmt., Schaumburg, IL	Merrill Lynch Capital Markets, Dallas Riverside Historical Plaza, Hoboken, NJ Merrill Lynch Retail Sales, Buffalo, NY Chanel, Inc., New York Merrill Lynch Capital Markets, Rochester, NY
85 (94)	Daroff Design Inc. & DDI Architects PC Philadelphia	2.41	100.0	1.30	10 PM 2 JC 6 SDR 2 JDR 7 PD	45 45 35 28 35	70 70 45 35 55	1 SD 5 JO 3 CADD 9 NBS 45 TID	45 28 28 24 —	70 35 45 — —	Prudential EHO, renovations, Philadelphia Philadelphia Gas Works, Philadelphia Weyle Morris & Kerr, Philadelphia Sawdust Hotel, Minneapolis 1818 Market Street, renovations, Philadelphia	Comcast, corporate HQ, Philadelphia Comcast, operations facility, Philadelphia Prudential EHO, Philadelphia 1818 Market Street, plaza & lobby, Philadelphia Great Valley Conference Center, Philadelphia
86 (166)	Eaton Design Group, Inc. McLean, VA	2.40	19.7	.75	8 PM 3 JC 4 SDR 8 JDR 3 PD	35 27 25 14 17	68 52 52 30 43	1 SD 4 JO 4 CADD 7 NBS 42 TID	30 14 30 25 —	52 30 30 — —	ICF, Inc., Vienna, VA Airbus Industries of North America, Herndon, VA American Systems Corporation, Fairfax County, VA Reidco Glen, Inc., Alexandria, VA Extra Computer Centers, McLean, VA	DynCorp, Reston, VA Bank 2800 of Reston VA, Reston, VA ICF, Inc., Los Angeles Central Information Systems, Reston, VA SRS Technologies, Potomac City, Alexandria, VA
87 (97)	Vinick Associates, Inc. (formerly Bernard Vinick Associates) Hartford, CT	2.39	64.1	.95	4 PM 5 JC 4 SDR 8 JDR 40 PD	70 40 35 25 40	125 40 40 35 40	— SD 5 JO 5 CADD 5 NBS 40 TID	— 25 25 25 —	— 35 35 — —	Super Card Gallery, Enfield, CT Economy Electric Supply, Inc., Manchester, CT Card Gallery, Middletown Plaza, Middletown, CT Casual Corner, Concourse Square, Indianapolis Early Learning Center, offices, Milford, CT	U.S. Specialty Retailing, New York Ebonite & Ebonite, P.C., Hartford, CT University of Hartford bookstores, Bloomfield, CT Berkwood Country Club, Westport, CT Mile Post Child Development Center, Windsor, CT
88 (77)	Kenneth Parker Associates, Inc. Philadelphia	2.37	14.0	.76	5 PM 1 JC 3 SDR — JDR 4 PD	35.7 45 20.4 — 30	61 85 30 — 48	8 SD 4 JO 4 CADD 7 NBS 36 TID	19.8 9.9 17.7 20 —	29 15 50 — —	AAA Services, Inc., corporate HQ, Philadelphia State Capitol, offices, Harrisburg, PA Bristol Myers Products HQ, Somerset, NJ Rover Group Inc., Fort Washington, PA Price Waterhouse, Falls Church, VA	ARCO, executive HQ, Newton Square, PA Delaware Group of Funds HQ, Philadelphia Grant Thornton, national HQ/branch, Chicago Mollen Bank, eastern HQ, Philadelphia Thronon Simmons, et al, Tampa, FL
89 (71)	John Wolcott Associates Culver City, CA Irvine, CA	2.30	45.0	1.50	8 PM 3 JC 2 SDR 4 JDR 4 PD	48 37 48 38 33	85 65 65 58 68	5 SD 8 JO 1 CADD 7 NBS 48 TID	35 24 30 29 —	60 40 50 — —	Security Pacific National Bank, Los Angeles Home Savings of America, Pasadena, CA Hemlock Development, Los Angeles Kerr Glass Manufacturing HQ, Los Angeles O.A.B. (Oppenheim, Appel & Blum), Los Angeles	Broderick Towers, Irvine, CA Toyota Motor Sales, Torrance, CA Kell Company, Los Angeles

RANK Jan. '88 (Jan. '87)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	TOTAL FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA										1987 INSTALLATIONS	1988 INSTALLATIONS
					NO. OF EM- PLOYES		CATEGORY		AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR	NO. OF EM- PLOYES		CATEGORY			
90 (80)	Schafer Associates, Inc. Oak Brook, IL Pasadena, CA	2.28	32.7	1.10	7 3 3 3 8	PM JC SDR JDR PD	42 27 24 16.5 45	75 45 35 25 70	— 5 — 6 29	SD JD CADD NBS TID	— 21 — 21 —	— 35 — — —	Carson Pirie Scott, Chicago Ridge, IL Carson Pirie Scott, Matteson, IL Carson Pirie Scott, Hillside, IL Parisian, Chattanooga, TN Spies, Mount Prospect, IL	Yonkers-Valley West, Chicago Ridge, IL Parisian-Forest Fair, Des Moines, IA Brock's, Bakersfield, CA Parisian, Birmingham, AL Carson Pirie Scott, Norridge, IL		
91 (36)	Chaix & Johnson International Los Angeles London, Singapore	2.26	67.5	1.30	3 2 2 3 2	PM JC SDR JDR PD	52 41.6 37.8 32.2 60	75 60 55 35 90	2 3 — 6 23	SD JD CADD NBS TID	48 26 — NA —	65 40 — — —	Bullock's, Costa Mesa, CA Daimaru, Kyoto, Japan Central, Bangkok, Thailand Liverpool, Mexico City Alders, Vancouver, Canada	Garrett General Aviation, Los Angeles Changi International Airport, PTB II, Singapore Bullock's, Mission Viejo, CA Pearl City, Honolulu Daimaru, Kyoto, Japan		
92 (110)	Ward-Hale Design Associates Washington Vienna, VA	2.25	25.0	1.50	9 4 2 2 3	PM JC SDR JDR PD	52 40 27.5 22 32.5	70 58 40 33 50	2 2 2 7 31	SD JD CADD NBS TID	24 20.5 32.5 24 —	33 30 53 — —	Hechinger Company, Landover, MD Student Loan Marketing Association, Washington Columbia First Federal S & L, Arlington, VA System House, Arlington, VA Johnson & Higgins, Washington	The Washington Home, Washington Satchi & Satchi, Washington Student Loan Marketing Association, Herndon, VA Boeing, Reston, VA		
93 (129)	The Eggers Group, P.C. New York	2.24	72.0	.65	2 2 2 2 2	PM JC SDR JDR PD	50 41 35 24 52.5	95 75 65 45 100	1 2 3 2 18	SD JD CADD NBS TID	36.8 25.5 25 27.5 —	70 50 50 — —	Thompson McKinnon, New York Papal, Purchase, NY Insurance Institute of America, New York	Macy's Tyson II, Tyson Corner, VA KLM, Elmsford, NY FBI Headquarters, New York		
94 (127)	Architectural Interiors Washington	2.22	27.1	2.00	7 — 4 5 —	PM JC SDR JDR PD	53.2 — 34.6 25.2 —	78 — 48 40 —	4 11 3 4 38	SD JD CADD NBS TID	31 21.8 23.6 NA —	53 34 50 — —	Federal Home Loan Mortgage Corp., Reston, VA Citicorp Savings, Operations Center, Washington MCI Communication-Engineering Ctr., Reston, VA Federal Home Loan Mortgage, Crystal City, VA American Soc. of Travel Agents, Alexandria, VA	Metropolitan Council of Govts., Washington		
95 (—)	SPGA Group, Inc. New York	2.21	45.9	1.20	8 6 7 4 4	PM JC SDR JDR PD	55 33 29 20 45	80 60 60 50 65	5 6 — 10 50	SD JD CADD NBS TID	42 24 — 24 —	65 35 — — —	Mutual of New York (MONY), Glenpointe, NJ Lorain Corporation, New York E.I. Dupont de Nemours & Co., Wilmington, DE Adidas USA, Inc., Warren, NJ Lawrence, Charles, Free & Lawson, New York	Continental Insurance, Neptune, NJ Automatic Data Processing (ADP), Melville, NY Marck & Company, Rahway, NJ E.I. Dupont de Nemours & Co., Wilmington, DE Bovary Savings Bank, New York		
96 (—)	Abrahamian Pagliassotti & Tanaka Pasadena, CA	2.15	56.2	1.40	6 5 5 3 3	PM JC SDR JDR PD	55 39 30 16 39	80 60 50 25 60	2 1 4 6 17	SD JD CADD NBS TID	30 15 30 20 —	50 25 50 — —	Transaction Technology, Inc., Santa Monica, CA Kaiser Permanente, L.A./Panorama City, CA Teradata Corporation, Los Angeles Capital Cities/ABC, Inc., Hollywood Capital Group, Los Angeles	Kaiser Permanente, Los Angeles Atlantic Richfield Company, Los Angeles Teradata Corporation, Los Angeles Santa Fe Pacific Pipelines, Inc., Los Angeles Transaction Technology, Inc., Santa Monica, CA		
97 (—)	Studios Architecture San Francisco & Washington	2.13	61.5	.77	10 7 3 5 2	PM JC SDR JDR PD	45 32 26 22 40	85 60 55 40 70	3 1 — 14 34	SD JD CADD NBS TID	35 24 — 22 —	60 40 — — —	Arnold & Porter (expansion), Washington Apple Computer-Sales/Marketing, Cupertino, CA Apple Computer, Manufacturing HQ, Cupertino, CA Morgan Olmstead Kennedy & Gardner, Los Angeles Squire Sanders & Dempsey, Washington	Norwest Corporation HQ, Minneapolis 3COM Corporation, HQ, Santa Clara, CA Latham & Watkins, Washington Arnold & Porter, New York & Washington Beveridge & Diamond, Washington		
98 (101)	TEC 3 New York	2.12	27.6	.63	7 2 8 2 3	PM JC SDR JDR PD	43 36 32 24 41	70 60 50 40 65	3 1 1 5 28	SD JD CADD NBS TID	39 29 35 22 —	50 45 60 — —	Con Edison, New York MCIT, New York Digital Computers, Boston Tietztron, Hackensack, NJ Xerox Corporation, Dallas	Mabon Humpert, New York Kidder Peabody & Co., New York BAF Corporation, Parsippany, NJ Putnam Publishing Co., East Rutherford, NJ DOB/Needham Worldwide, New York		
99 (83)	The Stubbins Associates, Inc. Cambridge, MA	2.10	37.7	.90	2 2 1 1 2	PM JC SDR JDR PD	55 45 35 25 37	100 82 63 45 67	2 2 — 3 15	SD JD CADD NBS TID	30 27 — 22 —	54 40 — — —	Tower Center, East Brunswick, NJ General Cinema HQ, Chestnut Hill, MA Boston Design Center, Boston Decorators Walk, Boston Moller Steamship HQ, Madison, NJ	HBM/Cramer, Boston Tower Center Hotel, East Brunswick, NJ Tower Center II, East Brunswick, NJ		
100 (—)	Jova/Daniels/Busby, Inc. Atlanta	2.04	160.2	1.04	2 2 — 1 4	PM JC SDR JDR PD	54.2 31.1 — 22.6 31.4	83 51 — 37 52	3 4 — 1 20	SD JD CADD NBS TID	26.6 19.6 24.1 20.6 —	44 32 40 — —	Jimmy Carter Presidential Library, Atlanta Dormitories, Agnes Scott College, Decatur, GA E.F. Hutton, regional offices, Atlanta Logistical Systems-Air Force, Warner Robbins, GA Southern Progress Corporation, offices, Atlanta	Truett Ross, offices, Atlanta Kidder Peabody, offices, Atlanta Atlanta City Hall, building II, Atlanta Robinson Humphrey Company, expansion, Atlanta Wardlaw Building, Georgia Tech Univ., Atlanta		

INTERIOR DESIGN

C1850-7

\$5.00

JULY 1988



SHOPS & SHOWROOMS

HEXTER AWARDS 1988 • PRODUCT COMPETITION AWARDS

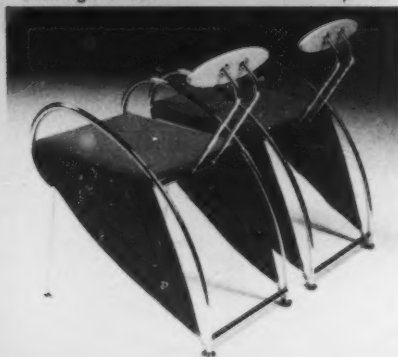
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INTERIOR DESIGN

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Recalling the '20s

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Bolidismo in America

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Story board in Boston

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COVER

Mercury, god of commerce and of visitors, makes an appropriate figurehead for the Chartwell Group showroom (in High Point, NC) by Salsano Associates (see page 234). Photography: Mikio Sekita

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208 CORRYHIEBERT: The two merged firms' first single Chicago showroom designed by Gensler and Associates/Architects.
212 POLO RALPH LAUREN: In Beverly Hills Naomi Leff and Associates once again help create the Ralph Lauren image, but in a distinctly tropical manner.
218 CHACOK SHOWROOM: A facility in Manhattan's garment district for French apparel by Eric J. Rosenberg, architect, with Michele Kolb, designer
222 SAXONY: Scott Kemper creates a New York carpet showroom based on clarity.
224 BIZAN: Haute couture in a Roman landmark space renovated by Marzio Cecchi
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- 240 KITCHEN DESIGN: The Kitchen challenge and the role of the Certified Kitchen Designer. Text by Florence Perchuk, CKD

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Interior Design (ISSN 0020-5508) is published 16 times a year, monthly with one additional issue in January, March, May and October for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO: Interior Design, P.O. Box 1970, Marion, Ohio 43305. TELEPHONE TOLL FREE 800-431-1713 (in Ohio phone 614-383-3141). Subscription rates \$44.95 for one year; \$78.95 for two years, including the Buyers Guide, Market and Neocoon XX issue in the U.S. Additional \$15 for postage outside the U.S. SINGLE COPIES \$10.00. Annual Buyers Guide Directory \$15.00. PREPAYMENT REQUIRED FOR SINGLE COPY ORDERS. ADDRESS ALL SINGLE COPY REQUESTS ALONG WITH PAYMENT TO: Interior Design, P.O. Box 1970, Marion, Ohio 43305. Address all communications (other than Subscription and Single Copies) to: INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011. TELEPHONE 212-645-0067. Cable: Anddec New York. U.S.A. newsstand distribution

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- 248 MARK ALPERT SHOWROOM: Honorable Mention: Commercial award for the New York showroom/office by D.P.I.D., Inc.
- 250 SAN FRANCISCO APARTMENT: First Place: Residential award to Rita St. Clair Associates, Inc. for a condominium overlooking the San Francisco Bay
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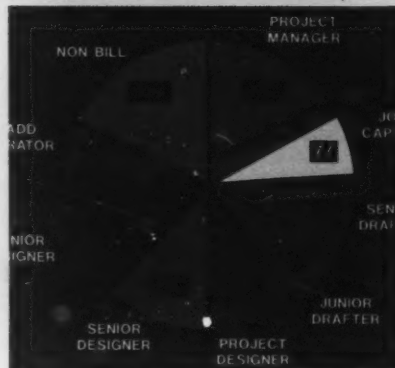
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Guest house winner

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British colonies in Beverly Hills

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THE SECOND **100** INTERIOR DESIGN GIANTS OF 1988

BY ANDREW LOEBELSON

Once again the interior design field has had a strong year. The value of goods and services produced by the 1988 Second Hundred Interior Design Giants rose 13 percent from \$2.3 billion to \$2.6 billion. Fees almost kept pace, growing from \$116 million to over \$130 million, a rise of 12 percent.

As should be obvious from the previous two statistics, fees stayed close to where they were last year on a percentage basis. Office fees rose almost imperceptibly from 10.2 to 10.3 percent (CHART ONE). In the more frequently used billing method of dollars per rentable sq. ft., office fees stayed exactly the same as last year at \$2.92 (CHART TWO). Since fees stayed the same, it is not surprising to note that most billing rates also stayed about the same (CHART THREE).

The value of the work letter has grown slightly, from \$21.11 to \$21.78, reflecting the still soft real estate market nationwide. It should also be noted that the work letter reported by the top 100 firms was \$23.92, which probably reflects their larger clients' increased bargaining power.

The cost of actually constructing and outfitting the typical Second Hundred Giant client office has risen to \$62.73 from \$54.84 per rentable sq. ft. (CHART FOUR). This 14 percent increase reflects the increased sophistication of the interiors being designed (CHART FIVE). For instance, the use of computers for everything from data entry to security to telephone switches also continued to increase. The proportion of work stations wired for VDT's (video display terminals) has continued to rise from three out of every four last year to four out of every five this year. This ever increasing use of computers is necessitating more HVAC (heating ventilating and air conditioning) capacity than most buildings currently provide. Thus the major HVAC changes reported this

year shot up from being required in 34 percent of all jobs to being required in 55 percent.

Although jobs would appear to be becoming more complex, the size of the team necessary to correctly interpret the client's problems and develop solutions has shrunk slightly. Last year nine consultants were used on 10 percent or more of all jobs, this year the figure dropped down to eight (CHART SIX).

The Second Hundred continue to be hired more frequently than the Top One Hundred by top management (chairman, president, CEO), 47 versus 36 percent. One assumes that this is the result of the Second Hundred's having smaller clients, but it also indicates that smaller design firms should aim as high as possible in a potential client firm to make and maintain contacts.

Let us take another look at some of this year's industry operating characteristics:

As we noted before, the billing rates stayed relatively constant between last year and this year. And since billing rates parallel the salary structure, it is not surprising to note that most of the salary levels also stayed relatively constant, within 4 percent of the cost-of-living increases (CHART SEVEN).

The major exception was the salary level of the project manager, which rose a healthy 10 percent in both salary and billing rates. This increase probably indicates a difficulty in finding capable people who can understand the client's problems, seek effective solutions while maintaining the profit margins required by the profession, control both their own staff people and the client contacts, and keep up with the inevitable paperwork.

Continued

Andrew Loebelson is a vice president and senior project manager for facility management of Salomon Brothers, the New York investment banking firm.

Second 100 Interior Design Giants of 1988

Reflecting some of the changing demographics within the design community, the percentages of project managers, job captains, CADD operators, and non-billable staff increased while the other categories declined or remained about the same (CHART EIGHT).

Of course, with the rise in CADD operators, computers increased within the interior design community. The Second Hundred Interior Design Giants continued an incredible rise in the percentage of firms that use CADD, from 49 percent in 1986 to 58 percent in 1987 to 69 percent this year. And one need not have a huge job to use CADD. The size of the smallest job that our respondents considered appropriate for the use of CADD dropped from 51,000 rentable sq. ft. to 24,000 rentable sq. ft., although there were significant differences on this issue.

The proliferation of CADD work stations that has been documented would seem to be very difficult for firms to finance. Billable staff were billed out 79 percent of the time, just shy of the 80 percent considered standard. The multiple this year was the same as last year, 2.67,

while fringes were almost the same at 24 percent.

So firms continue to make the same markup on the same percentage of billable hours per employee, and yet they need additional capital to pay for these work stations. But the increase in CADD operators to support the growth was only from 101 to 130 this year, and, while each work station could cost \$200,000, as they all did just five years ago, now one can buy a very serviceable CADD station for just \$20,000 based on some of the newer, more powerful personal computers available.

Operating figures seem to indicate that clients would want to choose interior design firms with CADD capability for more than their pretty working drawings. CADD-equipped firms' average fee received per sq. ft. is \$1.90, as opposed to non-CADD firms' average fee of \$2.59 per sq. ft. The fee they consider "fair" for office work is also appreciably lower, \$2.49 versus \$3.46 per sq. ft.

CADD-equipped firms can work for lower fees because their people are more efficient. They have an average billable percentage of hours of 80 versus 77 percent. The volume of goods and services produced by

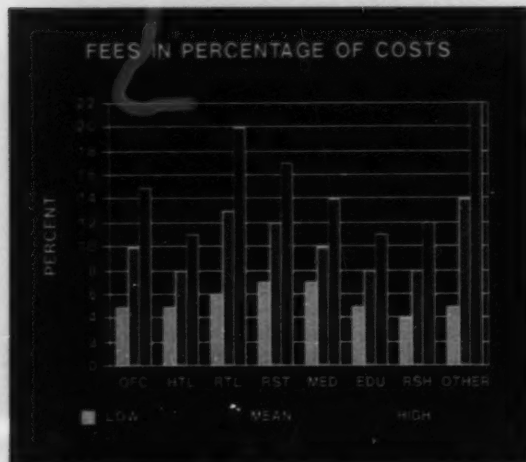


CHART ONE

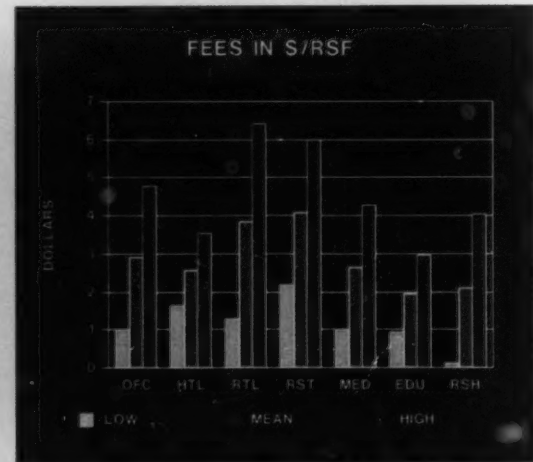


CHART TWO



CHART THREE

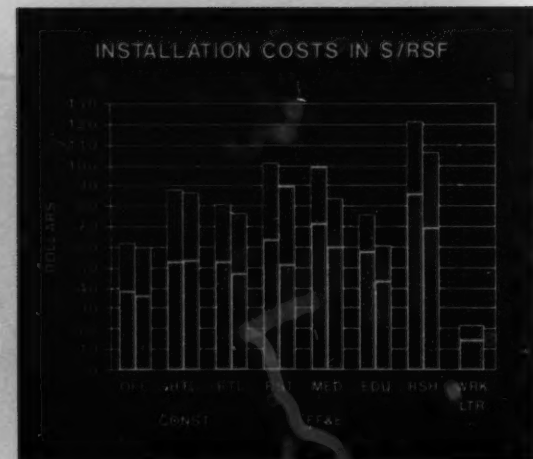


CHART FOUR Left bar: new construction; right bar: renovation

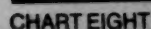
While CADD equipped firms pay fringe benefits of 25 percent as opposed to 20 percent for non-CADD firms, they have the same multiple. Since the CADD firms' overhead should be higher, it still seems difficult to figure out how they are paying for this additional capital investment.

Even more important, the average total firm size is over 75 for the CADD firms but only 27 for non-CADD firms. This is another manifestation of the recognition by architects and engineers that interior design is a major profit center to be explored. Over 36 percent of the CADD-equipped firms derived more than half their fees

Of course, not all practices have clients and work that requires—or would even benefit from—CADD. But it is becoming one of the standards by which we clients judge interior design firms.

The industry continues to consolidate and grow more sophisticated. The management of small businesses continues to grow more complex. Competition increases within the standard areas of practice. And yet, one sees many areas of opportunity in which one has confidence in the ability of small firms to continue to grow and prosper. But it does get more difficult each year! ☐

Research compiled by Kathy Harrigan



PM - PROJECT MANAGERS
 JC - JOB CAPTAINS
 SDR - SENIOR DRAFTSMEN
 JDR - JUNIOR DRAFTSMEN
 PD - PROJECT DESIGNERS
 SD - SENIOR DESIGNERS
 JD - JUNIOR DESIGNERS
 CADD - CADD OPERATORS
 NBS - NON-BILLABLE STAFF
 TID - TOTAL INTERIOR DESIGN STAFF

THE SECOND 100 INTERIOR DESIGN GIANTS® OF 1988

KEYS

- ☐ OFFICE PLANNING FIRMS
☐ GENERALISTS
☐ STORE PLANNING FIRMS
☐ MEDICAL SPECIALISTS

— indicates information not applicable to category and/or firm.
 NA indicates information not available

RANK 1988 (1987)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	TOTAL FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1987 INSTALLATIONS	1988 INSTALLATIONS
					NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR	NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR		
101 (64)	Ehrlich-Rominger, AIA Los Altos, CA	2.02	63.0	2.00	5 3 2 2 3	PM JC SDR JDR PD	40 35 35 25 30	60 55 55 40 45	— 2 2 1 20	SD JD CADD NBS TID	— 25 35 18 —	— 40 90 — —	Hewlett-Packard Training Fac., Mountain View, CA Dow Jones Information Sys. Fac., Princeton, NJ Tandem Computers, Cupertino, CA Hewlett-Packard World Marketing, Cupertino, CA United States Postal Facility, San Jose, CA	Ford Aerospace & Communications, San Jose, CA IBM, Building 12, San Jose, CA Intel, Santa Clara, CA Hewlett-Packard Phase II, Mountain View, CA Hewlett-Packard, building 41, Cupertino, CA
102 (—)	The Ballinger Company Philadelphia	2.00	125.0	1.50	5 — — — —	PM JC SDR JDR PD	50 — — — —	82 — — — —	7 6 2 2 22	SD JD CADD NBS TID	28 20 20 17 —	46 33 33 — —	IBM, Research Ctr., Research Triangle Park, NC Smith Kline Beckman R&D, Swedeland, PA The Bryn Mawr Hospital, Bryn Mawr, PA First Pennsylvania Bank, Philadelphia McGraw-Hill Data Center, Hightstown, NJ	Merck Research Information Center, Rahway, NJ First Pennsylvania Bank, Philadelphia Armstrong Data Center, Lancaster, PA Cedarbrook Country Club, Blue Bell, PA Hahnemann Univ., administration, Philadelphia
103 (—)	Steinmann, Grayson, Smylie Los Angeles Phoenix	2.00	17.3	.83	4 1 — — 1	PM JC SDR JDR PD	44 28 — — 40	65 50 — — 55	4 3 — 2 15	SD JD CADD NBS TID	31 20 — 20 —	50 45 — — —	Beverly Enterprises, corporate HQ, Pasadena, CA Union Bank, Monterey Park, CA City of Beverly Hills Fire Fac., Beverly Hills City of Las Vegas Municipal Court, Las Vegas Beverly Enterprises, regional HQ, Fresno, CA	Hughes Aircraft Co. Research Lab., Malibu, CA CompuText, Torrance, CA McDonnell Douglas, Irvine, CA Beverly Hills Police Facility, Beverly Hills
104 (128)	Ellerbe (formerly INSIDE/Ellerbe Assoc.) Minneapolis Washington, New York, Los Angeles, Detroit, Houston, Tampa, FL	1.99	33.3	.98	8 — — — 3	PM JC SDR JDR PD	43 — — — 23.5	63 — — — 38	10 5 2 5 33	SD JD CADD NBS TID	31 20.5 23.5 20 —	51 36 38 — —	Mead Johnson, Evansville, IN Young Quinlan, Minneapolis Indiana Univ. Hospital Master Plan, Indianapolis St. Lukes Hospital, Cedar Rapids, IA Wilkes-Barre General Hospital, Wilkes-Barre, PA	Northwestern Bell/U.S. West, Minneapolis Raymond, James & Associates, St. Petersburg, FL Mayo North, Rochester, MN Midland Hospital Office Building, Midland, MI Wilkes-Barre General Hospital, Wilkes-Barre, PA
105 (107)	Davis & Carter, P.C. McLean, VA	1.90	52.0	2.30	7 5 3 6 5	PM JC SDR JDR PD	41 36 28 18 41.5	71 62 49 31 72	4 6 4 6 46	SD JD CADD NBS TID	26 21 24 24.5 —	45 37 42 — —	United Services Automobile Assoc., Reston, VA Mohasco Corp., Fairfax, VA Hazel, Thomas, Fiske, et al, Arlington, VA Vistech, Springfield, VA Comsite, Beltsville, MD	American Medical Lab, Fairfax, VA United Jersey Bank, Princeton, NJ Pentagon, renovation, Washington Airforce Systems Command HQ, Andrews AFB, MD United Services Automobile Assoc., Reston, VA
106 (138)	The Grad Partnership Newark, NJ	1.97	37.2	.49	NA NA NA NA NA	PM JC SDR JDR PD	NA NA NA NA NA	60 60 50 35 85	NA NA NA NA 14	SD JD CADD NBS TID	NA NA NA NA —	50 35 35 — —	Assoc. Aviation Underwriters, Short Hills, NJ Prudential Capital Markets, Newark, NJ Kraft & Hughes, Newark, NJ Greenbaum, Rowe, Smith, et al, Woodbridge, NJ Touche-Ross, Newark, NJ	First Jersey, Jersey City, NJ Newark Legal & Communication Ctr., Newark, NJ Selective Insurance Company, Branchville, NJ IBM, Camp Hill, PA Sills, Beck, Cummins, et al, Newark, NJ
107 (102)	Tardy and Associates, Architects, Inc. San Francisco	1.95	21.4	.39	4 2 3 1 2	PM JC SDR JDR PD	60 40 30 22.8 30	80 60 45 40 45	2 1 — 5 15	SD JD CADD NBS TID	27 23.4 — 18 —	45 40 — — —	L.F. Rothschild, San Francisco Pac Bell Directory Service, San Francisco Icehouses I & II, San Francisco Perini Land & Development/Fincon Ctr., San Francisco Trammell Crow/Gateway Office Park, San Jose, CA	Pac Bell Directory Services, San Francisco Perini Land & Development/Fincon Ctr., San Francisco Fisher & Hurst, San Francisco Sedgwick, Detroit, Moran and Arnold, London Trammell Crow/Gateway Office Park, San Jose, CA
108 (93)	CDI Designs, Inc. Riverdale, NY Los Angeles, Tokyo	1.94	35.2	1.20	6 — 6 — —	PM JC SDR JDR PD	53 — 32 — —	89 — 79 — —	7 5 — 6 30	SD JD CADD NBS TID	58 30 — 21 —	97 79 — — —	King's Supermarkets, Verona & Montclair, NJ Big Y Supermarket, Springfield & Longmeadow, MA Shaw's Supermarkets, Derry & Goffstown, NH J. Widmer & Sons, Rich's Dept. Stores, Atlanta Envoy Marketing Company, Springfield, OH	Seicomart, corporate HQ, Sapporo, Japan Safeway Canada/Woodward Food Stores, Calgary Big Y Supermarkets, Ludlow, MA Shaw's Supermarkets, Woonsocket, MA Centre Supermarkets, Toledo, OH

109 (104)	KZF Incorporated Cincinnati Edgewood, KY	1.90	34.3	1.30	1 PM 2 JC — SDR 2 PD	NA NA — NA	70 50 — 40	3 SD 4 JD 1 CADD 1 NBS 14 TID	NA NA NA NA —	40 32 36 — —	St. Rita School for the Deaf, Cincinnati Bethesda Hospital & office building, Cincinnati Community Mutual Insurance, various cities, Ohio Children's Medical Center, Cincinnati	IRS, Cincinnati, Florence & Covington, KY Children's Medical Center, Cincinnati U.S. Air Force, Wright Patterson AFB, Dayton, OH Grand Baldwin Building, Cincinnati
110 (85)	Mitchell Associates, Inc. Wilmington, DE Baltimore	1.85	58.8	2.10	4 PM 6 JC 3 SDR 1 JDR — PD	NA NA NA NA —	85 65 55 45 —	5 SD 4 JD 7 CADD 14 NBS 30 TID	NA NA NA NA —	55 45 55 — —	AT&T, Holmdel, NJ Alex Brown & Sons, Baltimore Mt. Washington Pediatric Hospital, Baltimore LINPRO, Wilmington, DE Long Island College Hospital, Brooklyn, NY	E.I. duPont de Nemours & Co., Wilmington, DE Lomas Bank Delaware, Wilmington, DE ICI America, Wilmington, DE Remington Park, Oklahoma City, OK News-Journal Company/Gannett, Wilmington, DE
111 (125)	Loebl Schlossman & Hackl, Inc. Chicago	1.81	41.5	.53	4 PM 2 JC — SDR — JDR 3 PD	NA NA — — NA	NA NA — — NA	1 SD 3 JD — CADD 1 NBS 14 TID	NA NA — NA —	NA NA — — —	Harris Bank, Chicago Pritzker & Pritzker, Chicago Greater Baltimore Medical Center, Baltimore Commerce Clearing House, Chicago Loebl Schlossman & Hackl, own offices, Chicago	Allstate Plaza West, Northbrook, IL West Suburban Hospital OB/GYN, Oak Park, IL Benefit Trust Life, Lake Forest, IL Pansophic Systems, Inc., Lisle, IL 300 Park Plaza, Chicago
112 (—)	Owen & Mandolfo New York Paris	1.80	19.0	.30	6 PM 3 JC 3 SDR 3 JDR 3 PD	50 36 40 23 30	70 50 70 40 50	3 SD 1 JD — CADD 6 NBS 22 TID	40 25 — NA —	70 40 — — —	GTE Headquarters, Stamford, CT Dime Savings Bank, Garden City, NY Neiman Marcus Store, San Francisco Commerzbank, A.G., Paris Ritz Carlton Hotel, Washington	Dime Savings Bank, Garden City, NY Castle & Cooke, New York Georgette Klinger, New York Dentsu, Tokyo
113 (134)	KBJ Architects, Inc. Jacksonville, FL Orlando, FL	1.80	33.0	.48	2 PM 2 JC 3 SDR — JDR 4 PD	40 26 22 — 21	58 38 32 — 30	— SD 2 JD — CADD — NBS 13 TID	— 20 — — —	— 29 — — —	Fed. Reserve Bank of Atlanta, Jacksonville, FL MacDill AFB Federal Credit Union, Tampa, FL Barnett Banks, Inc. (statewide), Florida One Prudential Plaza, Jacksonville, FL Student Center, Jacksonville University, FL	State Office Building, Daytona Beach, FL Vicar's Landing, Ponte Vedra Beach, FL Jewish Community Alliance, Jacksonville, FL Barnett Banks (offices), Fort Meyers, FL Museum of Science & History, Jacksonville, FL
114 (108)	CHS Planning & Design Corp. New York	1.00	22.5	.35	4 PM 1 JC 3 SDR 3 JDR — PD	75 50 40 25 —	100 75 60 40 —	2 SD 2 JD — CADD 3 NBS 18 TID	50 35 — 25 —	75 50 — — —	Teachers Insurance & Annuity Assoc., New York May Merchandising Corp., New York N.W. Ayer, New York Olympia & York, New York American Association of Ad Agencies, New York	Teachers Insurance & Annuity Assoc., New York May Merchandising Corp., New York N.W. Ayer, New York Olympia & York, New York American Association of Ad Agencies, New York
115 (109)	The Intertect Group, Inc. New York	1.79	12.7	.64	4 PM 1 JC 2 SDR 1 JDR 2 PD	40 35 55 25 35	85 65 55 45 65	2 SD 1 JD — CADD 2 NBS 15 TID	30 25 — 25 —	55 45 — — —	Ogden-Allied Corporation, New York Synchornal Corporation, New York Powerlines, Inc., New York Boston Traders, New York Walters-Samson, New York	Adolph, New York Paul Revere Corporation, New York Basic Elements, New York Parrier, Inc., New York Ogden-Allied Corporation, New York
116 (82)	Gwathmey Siegel & Associates Architects New York Bedford, NY	1.79	30.0	.50	3 PM 4 JC 7 SDR 6 JDR — PD	50 45 40 35 —	85 75 60 50 —	— SD — JD — CADD 2 NBS 22 TID	— — — 25 —	— — — — —	Dartmouth College Gym, Hanover, MA Astoria Museum of Moving Image, Astoria, NY Office Building, Parsippany, NJ Office Building, Princeton, NJ IBM, Greensboro, NC	Cornell Univ. Agriculture Building, Ithaca, NY Cornell University Field House, Ithaca, NY Office interiors, New York Herman Miller Showroom, Long Island City, NY Office Building, New Jersey
117 (99)	Marvin Stein & Associates Seattle	1.78	30.0	.60	4 PM — JC 8 SDR 2 JDR 2 PD	35 — 30 16 35	50 — 45 23 50	2 SD 1 JD 3 CADD 3 NBS 25 TID	35 16 30 30 —	45 23 45 — —	Micrim, Inc., Redmond, WA CH2M-Hill, Bellevue, WA Alexander & Alexander, Seattle Dept. of Transportation, Bellevue, WA Schuck's Stores, Bellevue, WA	King County, Bellevue, WA Digital Equipment, Bellevue, WA Cipher, Seattle Ernst & Whinney, Seattle Ernst & Whinney, Tacoma, WA
118 (123)	GK Associates New York	1.78	35.0	.65	2 PM 3 JC 1 SDR 3 JDR 3 PD	38 30 35 20 38	68 55 60 30 60	— SD 4 JD — CADD 4 NBS 16 TID	— 22 — 25 —	— 35 — — —	Relco Commodities, Inc., New York Piper & Marbury, Baltimore CIGNA Corporation, Englewood, CO Coopers & Lybrand, New York Digital Equipment Corp., Parsippany, NJ	Digital Equipment Corp., New York Dequessa Corporation, Palisades Park, NJ CIGNA Corporation, New York Relco Commodities Inc., New York Jiffy Lube International, Baltimore
119 (115)	Mojo Stumer Architects Great Neck, NY	1.75	9.5	.41	3 PM 2 JC 1 SDR 1 JDR — PD	40 30 25 18 —	53 40 33 24 —	3 SD 3 JD — CADD 2 NBS 15 TID	24 16 — 16 —	32 22 — — —	Titles Investment Offices, Woodbury, NY Quality King Distributors, Hauppauge, NY Barrons Publishing, Huntington, NY Andrew Lincoln, Medford, NY House, Old Westbury, NY	Hewlett Packard, Melville, NY Metro Fuel Oil, Brooklyn, NY Far Vault, Huntington, NY Manhattan apartment, New York House, Kings Point, NY
120 (100)	Wyatt Stapper Architects Seattle	1.74	20.0	.88	2 PM 4 JC 2 SDR 5 JDR — PD	49.1 31.9 26.5 14.4 —	81 52 44 24 —	6 SD 5 JD 2 CADD 3 NBS 29 TID	24.4 20 19.8 16.8 —	40 31 32 — —	Pest Marwick Main & Co., Bellevue, WA Aetna, Seattle Immunes, Seattle Bergman Luggage, Bellevue, WA Lotus, Bellevue, WA	Frank Russell Company, Tacoma, WA Wright Humstad & Company, Seattle Framman Wetwood & Company, Seattle Keller Rohrback, Seattle Elgin Syferd, Seattle

RANK 1988 (1987)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	TOTAL FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1987 INSTALLATIONS	1988 INSTALLATIONS
					NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVERAGE BILLING RATE \$ HOUR	NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVERAGE BILLING RATE \$ HOUR		
121 (117)	dePolo/Dunbar Inc. New York	1.74	45.7	.65	5 4 2 —	PM JC SDR JDR PD	52 — 35 20 —	115 — 85 50 —	6 2 1 6 26	SD JD CADD NBS TID	40 28 NA 25 —	85 50 60 — —	Jones, Day, Reavis & Pogue, New York Commonwealth Bank of Australia, New York Sawyer/Miller, New York Poughkeepsie Galleria, Poughkeepsie, New York Oppenheim, Appel, Dixon & Co., New York	Oppenheim Appel Dixon, Computer Ctr., New York 29 Broadway (public spaces), New York Berkshire Mall, Pittsfield, MA Police Building Cooperative Apartments, New York Residence, Syracuse, NY
122 (111)	MIA Associates Garden City, NY	1.71	22.0	.60	2 2 2 — 2	PM JC SDR JDR PD	45 40 38 — 37	84 74 68 — 59	1 1 — 4 10	SD JD CADD NBS TID	35 33 — 28 —	54 48 — — —	Mobil Oil Corp., New York Eselle Pendaflex, Garden City, NY J. Walter Thompson, New York Pepsico, Purchase, NY Masco Development Corp., Hauppauge, NY	Amica Mutual Insurance Corp., Melville, NY Intel Corporation, Hauppauge, NY Pepsico, Purchase, NY Masco Development Corp., Great Neck, NY Lumberman's Mutual Casualty Co., Lake Grove, IL
123 (148)	Ziegler Cooper, Inc. Houston Washington	1.69	10.1	.45	5 4 5 — 2	PM JC SDR JDR PD	NA NA NA — NA	65 50 45 — 50	— 2 7 5 25	SD JD CADD NBS TID	— NA NA NA —	— 40 55 — —	Commonwealth Consolidation, Houston The City Club, Houston Commonwealth, Park Laureate, Houston Ice Capades, The Galleria, Houston Chrysler Corporation, Houston	North Las Vegas Medical Center, N. Las Vegas, NV McKinsey & Company, Houston Mercer Meidinger Hansen, Houston Houston City Club, Houston De Vargas Mall, Santa Fe, NM
124 (118)	Peter Marino Architect New York Paris, Philadelphia	1.62	7.9	.06	1 9 6 — 6	PM JC SDR JDR PD	65 38 30 23 —	105 71 56 43 —	3 3 — 10 28	SD JD CADD NBS TID	28 21 — NA —	53 39 — — —	Americana/Valentino, Armani, etc., Manhasset, NY Ackerman residence, New York Rapid American Corporation, New York Whittle Communications, New York Valentino residence, New York	Datascope, Montvale, NJ Barneys New York, International House, New York Revlon Offices, New York Calvin Klein Store, Dallas Steinitz Gallery, New York
125 (116)	Earl R. Flansburgh + Associates, Inc. Boston	1.61	29.0	.63	5 2 2 — 3	PM JC SDR JDR PD	40 35 30 — 28	70 55 50 — 45	2 2 1 1 18	SD JD CADD NBS TID	24 18 30 24 —	40 30 50 — —	Travelers Insurance, Boston & Braintree, MA Fidelity Investments, Boston Rubin & Rudman, Boston Eliot Bank, Boston North School, Lawrence, MA	Wellington Management, Boston Bordy Corporation, Shelton, CT M.I.B., Westwood, MA T.P.F. & C., Boston Breen/Kane School, Lawrence, MA
126 (105)	Godwin & Associates Atlanta	1.59	61.8	1.00	9 — — — —	PM JC SDR JDR PD	40 — — — —	65 — — — —	4 8 2 10 33	SD JD CADD NBS TID	28 24 28 22 —	45 40 50 — —	IBM, branch office, Little Rock, AR NDC Headquarters, Atlanta N.E.G.M.C. Psych. Center, Gainesville, GA MSA, corporate expansion, Atlanta Robin, Zello, Larson and Kaplan, Atlanta	Medical Center of Central Georgia, Macon, GA Bank of Villa Rica, Villa Rica, GA MSA, Chicago regional office, Oakbrook, IL American Security, Atlanta Information Systems of America (ISA), Atlanta
127 (—)	Dean Tucker Shaw, Inc. Boston	1.59	23.5	.35	3 4 — 1 —	PM JC SDR JDR PD	50 35 — 17 —	85 60 — 25 —	5 6 2 4 25	SD JD CADD NBS TID	27 22 25 NA —	40 35 37 — —	Morrison, Mahoney & Miller, Boston Digital Equipment Corp., Westfield, MA Combined Jewish Philanthropies HQ, Boston Adelle Corporation, Cambridge, MA Palmer & Dodge, Boston	Ocean Spray, corporate HQ, Middleborough, MA Digital Equipment Corp., Bldg. 1, Littleton, MA Digital Equipment Corp., Bldg. 2, Littleton, MA Plymouth Rock Assurance Co., Boston Palmer & Dodge, Boston
128 (130)	Cooper Carry Interiors Group, Inc. Atlanta	1.52	121.8	2.02	5 — — — 5	PM JC SDR JDR PD	50.7 — — — 32.6	87 — — — 58	7 1 — 3 18	SD JD CADD NBS TID	24 18.5 — 21 —	50 40 — — —	IBM, Marietta, GA Kilpatrick & Cody, Atlanta American Medical International, Atlanta Trion Group, Atlanta Home Depot, corporate HQ, Atlanta	Georgia Farm Bureau Federation, Macon, GA National Service Industries, Atlanta City of Roswell Municipal Center, Roswell, GA Trust Company Bank, Atlanta Kelly Lundstrom Pressley, Inc., Atlanta
129 (177)	Cox, James + Associates Phoenix	1.51	19.0	.84	2 2 4 3 1	PM JC SDR JDR PD	60 35 35 25 30	95 60 60 45 50	5 8 1 7 26	SD JD CADD NBS TID	30 20 30 27.5 —	50 35 50 — —	Arthur Andersen & Co., Phoenix Phelps Dodge Corporation, Phoenix Kilham, Legg, Mesa, AZ Chapman & Cutler, Phoenix United Bank of Arizona, Scottsdale, AZ	Arizona Public Service, exec. floors, Phoenix Mayer, Hendricks, Victor, et al, Phoenix Del E. Webb, corporate HQ, Phoenix Bell Atlantic Leasing Systems, Phoenix Tollberg, Scuders & Parks, Phoenix
130 (124)	Charles H. Winecoff Associates, Inc. New York	1.50	34.0	.50	3 — 3 3 2	PM JC SDR JDR PD	64 — 38 28 50	85 — 55 39 66	4 2 — 3 17	SD JD CADD NBS TID	44 33 — NA —	61 44 — — —	R.R. Donnelly & Sons Company, New York Cole, Schetz, Bernstein, et al, Hackensack, NJ Compensation Insurance Rating Board, New York Forbes Magazine, New York Manning, Selvage & Lee, New York	Norris, McLaughlin & Marcus, Somerville, NJ RCA Records, New York R.R. Donnelly & Sons Company, Los Angeles Simon & Schuster, New York Hobart, New York
131 (154)	Hunter/Miller + Associates Alexandria, VA	1.50	28.0	1.88	7 1 1 — 5	PM JC SDR JDR PD	50.2 41.5 41.5 — 35	85 60 60 — 45	6 8 — 8 28	SD JD CADD NBS TID	30 24.5 — 20 —	35 28 — — —	Alexandria Public Safety Center, Alexandria, VA Alexander & Alexander, Phase 1, Towson, MD Dean Witter Reynolds, Inc. (various locations) Office of Education, Washington Lake Fairfax Business Park Building, Reston, VA	Fed. Retirement Thrift Invest. Bd., Washington Dean Witter Reynolds, Inc. (various locations) Alexander & Alexander, phase 2, Towson, MD Health & Human Services Admin., Washington Lake Fairfax Business Park, Bldg. 7, Reston, VA

132 (—)	Design 1 Interiors Los Angeles	1.49	10.3	1.80	4 PM — JC 3 SDR 2 JDR — PD	60 — 32.5 —	125 — 47.5 35 —	5 SD 8 JD — CADD 30 NBS 52 TID	50 30 NA —	95 70 —	The Remington Club, Rancho Bernardo, CA Spectrum Sports Connection, El Segundo, CA Chambrel At The Woodlands, Houston Leisure Glen, Ridge, NY Sunrise East (Fairfield Communities), Tucson, AZ	La Casa del Mar, Boca Raton, FL El Conquistador Hotel, San Juan, Puerto Rico Raffles Hotel, Livermore, CA Hamilton House, Plantation, FL Embassy Suites Hotel (airport), Los Angeles
133 (—)	Smallwood, Reynolds, Stewart, Stewart Interiors, Inc. Atlanta Tampa, FL	1.47	39.2	1.75	7 PM — JC — SDR — JDR 6 PD	NA — — — NA	85 — — — 60	5 SD 3 JD — CADD 3 NBS 24 TID	NA NA NA —	60 45 —	First Atlanta South Metro Center, Atlanta Metropolitan Rapid Transit Authority HQ, Atlanta BellSouth Yellow Pages HQ, Miami, FL J. Walter Thompson USA, Inc., Atlanta Lenox Square Mall Expansion, Atlanta	Beik Stores Services HQ, Charlotte, NC University Hotel & Conference Center, Auburn, AL Digital Communications Assoc., Alpharetta, GA First Union Bank Operations Center, Atlanta Progressive Insurance Company, Tampa, FL
134 (167)	C.W. Fentress and Associates, P.C. Denver	1.44	19.0	1.20	2 PM — JC 4 SDR 2 JDR 2 PD	39 25 20 18 35	79 51 40 36 71	1 SD — JD — CADD 1 NBS 13 TID	30 — — NA —	61 — — — —	Data General, Colorado Springs, CO Chevron, Denver Martin Marietta, Denver McDonnell Douglas, Denver IBM, Denver	Citicorp Diners Club, Denver State Social Services, Denver Jefferson County Human Services, Golden, CO Internal Revenue Service, Denver The Denver Post, Denver
135 (140)	Oliver Design Group Pittsburgh Cleveland	1.43	24.8	.90	3 PM — JC — SDR — JDR — PD	30 — — — —	65 — — — —	4 SD 10 JD 2 CADD 7 NBS 26 TID	26 20 18 14 —	55 40 35 — —	McKinsey & Company, Inc., Pittsburgh Pittsburgh National Bank, Pittsburgh Oliver Realty Inc., Pittsburgh Scandinavian Health Spas HQ, Cleveland Prescott, Ball & Turben, Cleveland	Interstate Hotels, corporate HQ, Pittsburgh US Air Operations Center, Pittsburgh Kirkpatrick & Lockhart, Pittsburgh Liggett, Stashower, Inc., Cleveland Capital American Insurance, Cleveland
136 (96)	Lohan Associates Chicago Dallas	1.43	17.2	.28	4 PM — JC — SDR — JDR 4 PD	32 — — — 29	55 — — — 55	3 SD 3 JD — CADD 1 NBS 15 TID	23 16 — 16 —	45 28 — — —	Citicorp Savings of Illinois, Chicago IBM, Area Marketing Center, Chicago Citicorp Real Estate, Inc., Chicago Chicago Dock & Canal Trust, Chicago IBM, Computer/Training Facility, Chicago	Sears Financial Network, Riverwoods, IL McDonald's Corp., offices, Riverwoods, IL Rockwell International, Westmont, IL Shedd Aquarium, Chicago McDonald's Corp., Lodge Expansion, Oak Brook, IL
137 (142)	The Rowland Associates, Inc. Indianapolis	1.41	40.5	1.80	3 PM 2 JC — SDR — JDR 5 PD	62 40 — — 30	80 70 — — 50	6 SD 5 JD 2 CADD 7 NBS 23 TID	22 17 16 NA —	45 35 35 — —	Indianapolis International Airport, Indianapolis Deaconess Hospital, Evansville, IN Peoples Bank & Trust Company, Indianapolis Allstate Insurance, Indianapolis Purdue University/Union Club, West Lafayette, IN	Minnetrista Cultural Ctr. & Offices, Muncie, IN Bingham, Summers, Welsh, et al, Indianapolis Kimball International Showroom, Jasper, IN Post Marwick & Mitchell, Indianapolis AT&T, Meridian Technology Center, Indianapolis
138 (139)	Hopping Kovach Grinnell Design Consultants Vancouver, British Columbia	1.39	.8	.30	5 PM 1 JC 3 SDR — JDR — PD	70 44 28 — —	75 55 50 — —	4 SD 4 JD — CADD 3 NBS 17 TID	34 20 — 24 —	50 40 — — —	Clark Wilson, Vancouver, BC Freeman & Company, Vancouver, BC Witten Binder, Edmonton, Alberta Lawson Windell, Vancouver, BC Hong Kong Bank of Canada, Vancouver, BC	Vancouver Stock Exchange, Vancouver, BC First City Trust, Vancouver, BC KMPG Post Marwick, Vancouver, BC Alexander Holburn Beaudin & Lang, Vancouver, BC
139 (149)	Kasler & Associates, Inc. Indianapolis Cincinnati	1.36	34.0	1.30	3 PM 3 JC 3 SDR 3 JDR 5 PD	40 30 28.5 17.5 24.5	60 50 45 45 50	— SD 2 JD 2 CADD 11 NBS 21 TID	— 12.5 26.5 NA —	— 40 60 — —	James Whitcomb Riley Hospital, Indianapolis Burke Marketing, Cincinnati Eli Lilly and Company, Indianapolis Smith & Schmucke, Cincinnati & Orlando, FL Parter, Wright, Morris & Arthur, Cincinnati	Chiquita Brands, Inc., Cincinnati Bank One Center, Indianapolis Bank One, Lafayette, IN Hendigs, Fry, Kieley & Dennis, Cincinnati Sommed, Cincinnati
140 (155)	Fitzpatrick Design Group New York	1.35	12.0	.40	4 PM 1 JC 2 SDR 2 JDR 1 PD	45 35 35 25 45	75 52 52 35 75	1 SD 1 JD — CADD 2 NBS 14 TID	40 30 — 25 —	60 42 — — —	Bloomington's, White Plains, NY Highways, flagship store, Cleveland Bicentennial Express, Kennedy Airport, New York Dayton Hudsons, Ann Arbor, MI Colony, Lake Square & Tyrone Square, Tampa, FL	Bonwit Teller, Cincinnati Highways, flagship store, Cleveland Bloomington's, Tyson's Corner, VA D-Space, Japan Colony Stores, nationwide
141 (126)	Hansen Lind Meyer, Inc. Iowa City, IA New York, Chicago, Washington, Orlando, FL	1.33	95.0	4.75	7 PM — JC 3 SDR — JDR 5 PD	65 — 22 — 37	100 — 37 — 60	— SD 3 JD 1 CADD 4 NBS 23 TID	— 27 17 16 —	— 50 20 — —	Olympia Place, Orlando, FL The Mountaineer Hospital, Montclair, NJ The Christ Hospital, Cincinnati Triangle Center One, Chicago The Green Hills Community, Phase 1, Ames, IA	Southeast Federal Prison, Marianna, FL Cook Children's Medical Center, Ft. Worth, TX North Oaks Life Care Community, Baltimore Southwest Washington Hospitals, Vancouver, WA Human Biology Research Facility, Iowa City, IA
142 (112)	Heery International/Heery Interiors Atlanta London, New York, Los Angeles, Houston, Baltimore, Philadelphia, Seattle	1.32	93.8	1.95	4 PM — JC 1 SDR — JDR 4 PD	35 — 33 — 25	65 — 60 — 50	1 SD 4 JD 2 CADD 2 NBS 18 TID	40 20 23 18 —	70 40 42 — —	Heery International, own offices, Atlanta Hurt, Richardson, Garner, et al, Atlanta Time, Inc., Southeast HQ, Tampa, FL 999 Peachtree St., Atlanta	Aiston & Bird, Atlanta Digital Equipment Corporation, Atlanta Women's Specialty Retailing Group, Enfield, CT Drew, East & Farnham, Atlanta
143 (152)	gb Design, Inc. Kansas City, MO	1.32	30.8	1.60	5 PM — JC — SDR 10 JDR — PD	20 — — 15.5 —	45 — — 35 —	2 SD 1 JD 1 CADD 7 NBS 19 TID	30 15.5 18 20.7 —	55 35 35 — —	DST Systems, Kansas City, MO AMC Theaters, Century City, CA Vantage Computers, Weatherfield, CT Stuart Hall, Kansas City, MO Firstnet, Detroit	AMC Theaters, Kansas City, MO DST Systems, Kansas City, MO Boston Financial, North Quincy, MA Firstnet, Detroit National Photo, Kansas City, MO

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					NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR	NO. OF EM- PLOYES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$ HOUR		
144 (143)	Contract Interiors, Inc. Southfield, MI Pittsburgh, Ann Arbor, MI	1.29	37.5	2.00	4 PM 4 JC 2 SDR — JDR 12 PD	32 28 28 — 26	55 50 45 — 50	2 SD 6 JD 5 CADD 4 NBS 39 TID	28 18 18 18 —	45 35 70 — —	Ford Motor Co., Dearborn, MI G.M.F. Robotics, Troy, MI 440 E. Congress, Detroit Federal Mogul, Southfield, MI Mellon Bank, Pittsburgh	Ford Motor Company, Dearborn, MI Chrysler Corporation, Highland Park, MI G.M.A.C., Detroit Maccabees Mutual Life Insurance, Southfield, MI Henry Ford Hospital, Detroit		
145 (137)	LoweHendy Associates Irvine, CA	1.27	40.0	.80	6 PM — JC — SDR — JDR 6 PD	42 — — — 30	65 — — — 55	6 SD 4 JD — CADD 5 NBS 22 TID	26.5 22 — 23 —	45 35 — — —	UNISYS, Costa Mesa, CA PDA Engineering, Costa Mesa, CA United Technologies, Tustin, CA API Alarm Systems, Culver City, CA Kai Kan Foods, Inc., Vernon, CA	United California Savings Bank, Santa Ana, CA Digital, Irvine, CA Paul Davril-Bugle Boy, Los Angeles Ocean Pacific, Kidswear Div., Ontario, CA Lincoln Property Company, Irvine, CA		
146 (146)	Facility Design Associates, Inc. Chicago	1.27	18.5	.75	7 PM — JC 2 SDR 1 JDR — PD	36.2 — 36 20.5 —	66 — 66 38 —	2 SD 2 JD 2 CADD 3 NBS 16 TID	27 10.7 20.7 24.2 —	50 20 38 — —	Singer Wenger, Chicago Kemper Financial Services, Chicago Kemper Financial Services, Chicago Chicago Specialty Company, Wheeling, IL	Interstate National Corp., Chicago Kemper Financial Services, Chicago CBOE, Chicago CBOT, Chicago		
147 (121)	Richard Roeder Associates, Inc. Houston	1.26	23.0	.78	2 PM 2 JC 1 SDR 2 JDR 1 PD	49 28 44 17 31	70 41 63 25 45	1 SD 4 JD 1 CADD 5 NBS 14 TID	54 16 23.7 26 —	78 23 34 — —	Foley's, Padre Staples Mall, Corpus Christi, TX Goldsmith's, Hickory Ridge Mall, Memphis, TN Meis of Illiana, Kokomo Mall, Kokomo, IN Rich-Schwartz, Lexington Green, Lexington, KY Graves-Cox, Lexington Green, Lexington, KY	The Popular, Sunland Mall, El Paso, TX The Popular, Northpark Mall, El Paso, TX		
148 (—)	Wilson & Associates Dallas London, New York	1.25	37.5	2.25	8 PM — JC 9 SDR 8 JDR 10 PD	60 — 40 20 40	100 — 75 50 85	— SD 9 JD 4 CADD 14 NBS 48 TID	— 25 30 27 —	— 65 65 — —	Texas American Bank, Fort Worth, TX Techworld Ramada Renaissance, Washington Marriott Wind Watch Inn, Long Island, NY Omni Hotel at Charleston Place, Charleston, SC The Broadmoor, Colorado Springs, CO	City Place, Southland Corporation HQ, Dallas The Breakers, Palm Beach, FL Town & Country Resort and Conf. Ctr., San Diego Hilton Hotel, Hilton Head, SC Shearlon Orlando Hotel, Orlando, FL		
149 (133)	Schaffer Associates New York	1.25	8.0	.15	4 PM 2 JC 1 SDR 6 JDR 1 PD	50 35 32 24 38	100 80 60 40 80	1 SD 2 JD — CADD 3 NBS 20 TID	50 25 — 27 —	80 40 — — —	Crisfield Condominium Project, Yonkers, NY Office Building, Teaneck, NJ Comtel, executive office, New York Habib American Bank, New York Warner/Friedman, medical office, New York	Medical Offices, Riverdale, NY Habib American Bank, Queens, NY Foreign Mission, offices, New York Residence, Scarsdale, NY Residence, Scarsdale, NY		
150 (141)	Interior Space, Inc. St. Louis	1.24	20.0	1.30	6 PM — JC — SDR — JDR 6 PD	35 — — — 20	65 — — — 38	2 SD 8 JD — CADD 4 NBS 22 TID	26 17 — 17 —	48 33 — — —	Scott AFB, MAC Headquarters, SAFB, IL General Dynamics, St. Louis Angelica Uniform Group, St. Louis Steelcase/Stow & Davis Showroom, St. Louis AT&T Network Systems, St. Louis	Citicorp Acceptance Company Services, St. Louis Union Electric Company, St. Louis Stifel Financial Corporation, St. Louis		
151 (150)	Office Designs Phoenix Tucson, AZ	1.23	21.0	2.70	3 PM — JC — SDR — JDR 9 PD	47.5 — — — 28.5	50 — — — 43	4 SD 6 JD 2 CADD 3 NBS 27 TID	20 16.5 NA NA —	40 35 40 — —	Marabank, Phoenix Phelps Dodge, Phoenix First Interstate Bank, Phoenix Arizona Public Service, Phoenix Arthur Andersen, Phoenix	Arizona Public Service, Phoenix Marabank, Phoenix S.G.S., Phoenix Arizona State University, Tempe, AZ		
152 (114)	The Mathes Group New Orleans	1.22	1.1	.15	1 PM 1 JC 1 SDR 1 JDR 1 PD	45 33.3 26.6 21.4 26.6	65 49 39 32 39	1 SD 1 JD 1 CADD 1 NBS 9 TID	21.4 17 19.9 14.4 —	32 25 25 — —	Monroe & Lehmann, New Orleans Peat, Marwick, Main & Company, New Orleans Lafitte Elementary School, Jean Lafitte, LA Place St. Charles, interiors, New Orleans Isadora's Restaurant, New Orleans	Greenville Hall, Loyola University, New Orleans Mercy Hospital, partial renovation, New Orleans Tours Hospital, addition, New Orleans Freepoint-McMoran, Inc., New Orleans Place St. Charles, interiors, New Orleans		
153 (157)	Business Design Group Philadelphia	1.20	25.1	2.00	4 PM — JC — SDR 2 JDR 5 PD	30 — — 20 28	55 — — NA NA	2 SD 1 JD 2 CADD 5 NBS 16 TID	NA 16 25 NA —	NA NA 50 — —	TSO Financial Corp., Hershman, PA Penn Mutual Life Insurance, Hershman, PA Bell Atlantic, Exton, PA Intracorp, Atlanta, Chicago & Dallas Sullivan Payne, Philadelphia	TSO Financial Corp., Hershman, PA Penn Mutual Life Insurance, Hershman, PA Folio, Mineral, Exton, PA Gloucester County Building, Woodbury, NJ		
154 (103)	CHA Interior Architecture Los Angeles	1.20	22.0	.48	3 PM 2 JC 2 SDR 2 JDR 3 PD	45 30 35 20 35	73 48 56 32 56	3 SD 3 JD 2 CADD 2 NBS 20 TID	35 20 35 22 —	56 32 56 — —	Delco Electronics, Kokomo, IN Computer Science Corporation, Fairfax, VA Velt Information Sciences, Orange, CA Ararat Homes of Los Angeles, Mission Hills, CA Nelson Entertainment, Beverly Hills, CA	Merrill Lynch, Sherman Oaks, CA Investment Savings & Loan, Northridge, CA Good Samaritan Hospital, Los Angeles Wells Fargo Bank, Los Angeles First Interstate, Los Angeles		

155 (91)	Branch + Taylor Associates, Inc. Dallas	1.17	15.6	.70	2 — 1 —	PM JC SDR JDR PD	36 — 30 —	65 — 55 —	1 SD 2 JD 2 CADD 6 NBS 14 TID	30 45 30 24 —	65 45 55 — —	The Colony Municipal Complex, The Colony, TX Heritage Square Garden Building, Dallas Southwestern Management Group, Dallas F.D.I.C., Dallas Sawelle, Goode, Davidson & Trollo, San Antonio	Medical Park Tower, Austin, TX Champions Insurance (InsurUSA), Dallas Pritronix, Dallas City of Dallas, administration building, Dallas Bank of Arlington, Arlington, TX
156 (—)	Giffels Associates, Inc. Southfield, MI	1.17	22.5	1.12	2 — — —	PM JC SDR JDR PD	50 — — —	60 — — —	2 SD 3 JD 1 CADD — NBS 8 TID	38 24 24 — —	45 30 30 — —	Nippendense, Southfield, MI Toyota Motor Corporation, Scott County, KY Michigan National Corporation, Southfield, MI Chrysler Corporation, Centerline, MI Michigan National Corp., Farmington Hills, MI	IBM, East Fishkill, NY Michigan National Corp., Southfield, MI Thomson-Saginaw, Saginaw, MI Amoco State of Michigan, Muskegon, MI
157 (156)	GBD Interiors (formerly BGBG Interiors) Portland, OR	1.16	16.4	.38	3 2 — — 2	PM JC SDR JDR PD	35 26 — — 26	65 50 — — 50	— SD 2 JD 1 CADD 2 NBS 12 TID	— 20 20 18 —	— 45 45 — —	Wieden & Kennedy, Inc., Portland, OR Pihns Schmidt Westerdahl, Portland, OR Multnomah Athletic Club Retail, Portland, OR Waggoner Chapman Farleigh, Portland, OR Willamette Savings, 7 branches statewide, Oregon	Carl Greve Jewelers, Portland, OR Lindsay Hart Neil & Weigler, Portland, OR Multnomah Club, main level, Portland, OR 100 West Liberty, Reno, NV The Eye Center, Portland, OR
158 (165)	The Kling-Lindquist Partnership, Inc. (formerly Kling Interior Design) Philadelphia	1.16	30.0	1.00	4 — — — 2	PM JC SDR JDR PD	48 — — — 32	80 — — — 54	2 SD 5 JD 4 CADD 6 NBS 23 TID	35 23 24 19 —	58 38 40 — —	Chase Manhattan, Atria W. Bldg., Garden City, NY The Guardian Life Insurance Co., Bethlehem, PA Allied Corporate Technology Ctr., Morristown, NJ DeLoitte, Haskins & Sells, Philadelphia Eastman Pharmaceuticals, Malvern, PA	Exxon Research & Engineering, Florham Park, NJ Provident National Bank, Philadelphia Ethyl Corp., Management Info. Ctr., Richmond, VA Provident National Bank-Trust Bldg., Philadelphia Elizabethtown Water Company, Elizabethtown, NJ
159 (171)	Einhorn Yaffee Prescott, Architecture & Engineering Albany, NY	1.16	12.3	.54	2 2 — — 2	PM JC SDR JDR PD	45 35 — — 35	85 65 — — 50	2 SD 2 JD 1 CADD 1 NBS 12 TID	25 20 22 14 —	40 35 37 — —	Steuven County Office Building, Bath, NY State Employees Federal Credit Union, Albany, NY Veterans Administration-modification, Albany, NY General Electric Company, Schenectady, NY St. Peter's Hospital, Albany, NY	Ellis Hospital, Schenectady, NY New York State Education Dept., Albany, NY General Electric Co. Bldg. 40, Schenectady, NY NYNEX Corporation, Albany, NY Albany County Airport, Colonie, NY
160 (194)	Rothenberg Sawasy Architects, Inc. Los Angeles	1.15	29.5	.70	5 4 1 —	PM JC SDR JDR PD	38 — 32 25 —	85 — 70 50 —	4 SD 1 JD — CADD 1 NBS 16 TID	32 25 — 18 —	70 50 — — —	Gram Thornton International, Los Angeles Tokai Bank Credit Corp., Pasadena, CA Tuverson & Hillyard, Los Angeles Canadian Consulate, Los Angeles Rose, Klein & Marias, Los Angeles	Logicon, Inc., Los Angeles Nossiman, Guthner, Knox & Elliott, Los Angeles California Commerce Bank, Los Angeles CIGNA Healthplans of California, Los Angeles Stewart Title, Glendale, CA
161 (122)	Leason Pomeroy Associates Orange, CA Los Angeles, Santa Clara, CA	1.15	38.0	1.50	4 4 3 — 6	PM JC SDR JDR PD	NA NA NA — NA	85 52 42 — 58	— SD — JD — CADD 1 NBS 18 TID	— — — NA —	— — — — —	520 Central, Glendale, CA Computer Associates, San Jose, CA Techmart, Santa Clara, CA Mission Hills Plaza, Fremont, CA Great America Corporate Center, Santa Clara, CA	Pasadena Tech Center, Pasadena, CA Union Bank Square, Orange, CA 500 Central, Glendale, CA
162 (78)	Morris * Architects Houston Baltimore, Washington	1.14	31.4	1.20	2 1 1 2 3	PM JC SDR JDR PD	40 27 30 20 40	69 45 53 35 69	3 SD 3 JD 1 CADD 1 NBS 17 TID	30 20 30 32 —	54 34 52 — —	Wortham Theater Center, Houston Central Bank of the South, Birmingham, AL Touche Ross & Company, Houston Memorial Southwest Hospital, Admin., Houston Guest Quarters Hotel, Austin, TX	Methodist Hospital, Houston Memorial Southwest, P.O. B. II, Houston Charlotte Library, Charlotte, NC University of Houston, West Campus, Houston
163 (—)	Shea Architects, Inc. Minneapolis St. Paul, MN	1.14	18.9	.75	6 2 5 5 —	PM JC SDR JDR PD	27.5 27.1 18.7 8.7 —	41 40 26 19 —	2 SD 3 JD — CADD 4 NBS 27 TID	20.4 10.5 — 18.1 —	30 21 — — —	IDS Ctr. Crystal Court, renovation, Minneapolis Gerald D. Hines/Norwest Center, Minneapolis Marquette Bank Minneapolis, statewide, Minnesota National Car Rental, New York, Boston & Chicago Norwest Bank, Minneapolis & St. Paul, MN	Norwest Bank Minnesota, offices, Minneapolis Westin Marquette Hotel, Minneapolis Maun, Green, Hayes, et al, St. Paul, MN Marquette Bank (various branches), Minneapolis Saks Fifth Avenue (tenants), Minneapolis
164 (—)	Chapman & Biber, AIA Summit, NJ Fort Lauderdale, FL	1.08	18.0	.48	2 2 — — 2	PM JC SDR JDR PD	40 30 — — 25	65 45 — — 40	— SD 1 JD — CADD 1 NBS 8 TID	— 22 — NA —	— 35 — — —	California Federal, corp. HQ, Ft. Lauderdale, FL City Federal Mortgage Company, Somerset, NJ California Federal Savings, oper. ctr., Atlanta First Atlantic Savings, South Plainfield, NJ California Federal Mortgage, Florida & Georgia	City Federal Savings, admin. HQ, Somerset, NJ Natural Resources Bldg., Rutgers University, NJ Yorkwood Savings & Loan, Warren Township, NJ First Atlantic Savings, South Plainfield, NJ Alexian Brothers Hosp. Care Unit, Elizabeth, NJ
165 (—)	Jon Greenberg & Assoc., Inc. Berkley, MI San Francisco	1.08	80.0	1.85	9 — 15 6 —	PM JC SDR JDR PD	49 — 31 22 —	75 — 45 33 —	5 SD — JD — CADD 8 NBS 43 TID	46 — — NA —	66 — — — —	Joslin's, 3 locations, Denver The Union, Dayton, OH Winkelman's/M.J. Carroll, National Accessory Place, National T. Edwards, National	U.S. Marines Exchange, Quantico, VA Henry's, Wichita, KS Miles Fax Office Products, Warren, MI Nu-Way Plumbing Supply, Ulica, MI Winkelman's/M.J. Carroll, National
166 (173)	Jain Malkin, Inc. La Jolla, CA	1.08	35.2	.91	2 2 — — 4	PM JC SDR JDR PD	50 42 — — 35	65 55 — — 50	2 SD 2 JD 2 CADD 4 NBS 14 TID	30 16.5 31 23 —	45 25 35 — —	Frost Medical Center II, San Diego Kaiser Foundation Hospital, San Diego Chateau Lake San Marcos, San Marcos, CA Scripps Memorial Hosp., expansion, La Jolla, CA	Vandever Medical Clinic (Kaiser), San Diego Scripps Memorial Hospital, Encinitas, CA San Diego Hebrew Home, Encinitas, CA Vista Retirement Center, Vista, CA Regents Court Medical Office Bldg., La Jolla, CA

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					NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$-HOUR	NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVG. BILLING RATE \$-HOUR				
167 (162)	Gibbons Heidtmann & Salvador White Plains, NY	1.06	12.8	.29	2 2 2 2 1	PM JC SDR JDR PD	65 45 40 22 52	85 65 50 30 55	1 — 1 1 12	SD JD CADD NBS TID	37 — 33 25 —	50 — 45 — —	Minemet, Inc., Stamford, CT Conran's Store, Cherry Hill, NJ Conran's Store, Philadelphia Hygrade/A & S, offices, Jersey City, NJ Longwood Public Library, Middle Island, NY	Perspective Resources Inc., White Plains, NY Copiague Public Library, Copiague, NY Conran's Store, Cambridge, MA Conran's Store, Los Angeles Half Hollow Hills Public Library, Dix Hills, NY		
168 (—)	InterArch Cherry Hill, NJ Philadelphia	1.03	23.8	1.00	1 2 1 2 2	PM JC SDR JDR PD	45 40 32 18 30	65 55 50 35 50	2 2 — 4 16	SD JD CADD NBS TID	25 20 — 20 —	45 35 — — —	Midlantic National Bank/South, Pennsauken, NJ Midlantic National Bank/South, Mount Laurel, NJ Delaware Valley HMO, Concordville, PA Commerce Bank, Cherry Hill, NJ Travelers Mortgage Services, Cherry Hill, NJ	Shearer, Mett, Evans & Woodside, Harrisburg, PA Commerce Bank Operations Ctr., Cherry Hill, NJ Travelers Mortgage Services, Mount Laurel, NJ		
169 (—)	Vocon Interiors (a div. of Voinovich Companies) Cleveland	1.01	7.9	.70	1 — — — —	PM JC SDR JDR PD	53 — — — —	75 — — — —	3 2 — 2 8	SD JD CADD NBS TID	20 15 — 17 —	55 40 — — —	Blue Cross/Blue Shield, Cleveland Rockside Clinic, Bedford, OH Security Federal S & L, Mayfield Heights, OH Lake County Jail, Lake County, OH Acromed, Cleveland	200 Place, congregato living, Euclid, OH 200 Place, Health Care Facility, Euclid, OH		
170 (—)	Burroughs Roos Grierson, Inc. Washington	1.00	18.3	.74	4 2 3 2 —	PM JC SDR JDR PD	NA 47.7 29.1 23.9 —	NA 65 48 36 —	3 2 — 4 20	SD JD CADD NBS TID	37.5 23.2 — 21.3 —	58 45 — — —	Federal Data Corp. HQ, Bethesda, MD RJO Enterprises, Inc., Lanham, MD World Wildlife/Conserv. Foundation, Washington Wallace Financial Group, Inc., Bethesda, MD Potomac Savings Bank, Silver Spring, MD	Bureau of National Affairs, Inc., Washington The Lane Company, corp. HQ, Altavista, VA Bell Atlantic, Silver Spring, MD Thacher Proffitt & Wood, Washington Miller Mattheussen & Long, Bethesda, MD		
171 (168)	CBT/Childs Bertman Tseckares & Casendino, Inc. Boston	.99	12.3	.32	2 2 1 2 —	PM JC SDR JDR PD	40 35 30 22 —	80 75 65 35 —	3 4 1 1 15	SD JD CADD NBS TID	28 24 25 14 —	55 45 55 — —	Brown Rudnick Freed & Gesmer, Boston ECRM, Tewksbury, MA Coolidge Bank & Trust, Boston Sullivan & Worcester Dean Witter Reynolds	Apollo Computer, Chelmsford, MA Dept. of Mental Health, Boston Rizzo Associates, Framingham, MA Knight Insurance, Boston Cambridgeport Savings, Cambridge, MA		
172 (—)	HSC+a Design Group, Inc. Greenville, NY	.98	3.8	.53	1 — — 2 1	PM JC SDR JDR PD	55 — — 22 30	75 — — 40 60	1 — — 1 5	SD JD CADD NBS TID	35 — — 25 —	65 — — — —	Academy Broadway Corporation, Hauppauge, NY Mount Sinai Medical Center, New York Harborsview Shops, Roslyn, NY Fairfield Properties, Commack, NY	Academy Broadway Corporation, Hauppauge, NY Spruce Pond Residence, North Hills, NY Wittels Residence, Upper Brookville, NY		
173 (—)	Rothe-Johnson Associates Edison, NJ	.97	14.0	.45	2 3 2 2 —	PM JC SDR JDR PD	58 39 32 20 —	90 70 65 35 —	2 2 — 1 14	SD JD CADD NBS TID	35 25 — NA —	70 45 — — —	Prudential Bache, Raritan, NJ AT&T Credit Check, Morristown, NJ Sheraton Hotel & Conference Ctr., Woodbridge, NJ Pizer, Inc., New York Elengy, Inc. (Lifman Jewelers), Edison, NJ	Ciba-Geigy, Summit, NJ Shearson Lehman, New York Wilentz Goldman & Spitzer, Woodbridge, NJ		
174 (163)	HKCP/The Interiors Group Dallas	.95	7.9	.40	3 — — — 6	PM JC SDR JDR PD	30 — — — 22	60 — — — 50	— — 4 3 13	SD JD CADD NBS TID	— — 20 15 —	— — 50 — —	Complete Financial Network, Dallas Houston Wire and Cable, Farmers Branch, TX Mid-Continent Supply Company, Fort Worth, TX Chiff Management Corp., Irving, TX Vaughn Petroleum, Dallas	Kelly Air Force Base, San Antonio, TX Southmark Management Corporation, Dallas Cityplace Center, Dallas		
175 (158)	J. Howard & Associates, Inc. San Diego	.95	6.2	.35	5 — 1 — —	PM JC SDR JDR PD	38 — 28 — —	65 — 40 — —	3 2 — 3 11	SD JD CADD NBS TID	30 24 — 22 —	50 45 — — —	Sheppard Mullen, Richter & Hampton, San Diego Adams Duque & Hazeltine, San Diego Citicorp Savings, La Jolla & Pasadena, CA Edwards, White & Scov, San Diego, CA	Touche-Ross & Company, San Diego Jennings, Eggstrand & Henrickson, San Diego Symphony Towers, San Diego Forum Life Care, Cupertino, CA The Henry Group, La Jolla, CA		
176 (179)	HGA Interiors (a div. of HGA Architects & Engineers) Minneapolis Milwaukee	.94	13.5	.78	1 — — — 2	PM JC SDR JDR PD	50 — — — 45	75 — — — 68	3 2 — 2 10	SD JD CADD NBS TID	25 21 — 20 —	38 32 — — —	Mayo Clinic, Scottsdale, AZ Saint Mary's Hospital, Rochester, MN Deerwood School, Eagan, MN Scott Highlands School, Eagan, MN Burlington Northern, offices, St. Paul, MN	Centerplace Hotel, Rochester, MN St. Theresa Housing Complex, Hopkins, MN Electrical Engineering Fac., Univ. of Minnesota Mayo Education Building, Rochester, MN Woodland School, Eagan, MN		
177 (144)	Glave Newman Anderson Architects Richmond, VA	.93	23.3	.60	1 3 3 2 1	PM JC SDR JDR PD	38 24 24 18 24	70 55 45 45 50	1 2 2 2 17	SD JD CADD NBS TID	47.5 28 26 23 —	90 55 65 — —	Chesapeake Corporation, Richmond, VA Williams Mullen Christian, et al, Richmond, VA IBM, Richmond, VA Jefferson Health Club, Richmond, VA St. Mary's Hospital, Richmond, VA	Dept. of Mental Retardation, Columbia, SC Dept. of Corrections, Richmond, VA Lindon Row, Richmond, VA Sidell Matus & Coughlin, Richmond, VA Rehabilitation Medical Center, Fairfax, VA		

178 (180)	Design Collective, Inc. Columbus, OH	.92	7.8	.33	4 PM JC 2 SDR 2 JDR 5 PD	35 — 20 20 20	65 — 35 20 45	— SD 2 JD — CADD 2 NBS 17 TID	— 20 — 20 —	— 40 — — —	Price Waterhouse, Columbus, OH Physicians Health Plan, Columbus, OH Integrity Life Insurance Co., Worthington, OH Mid-America Federal, Columbus, OH Vision Service Plan, Columbus, OH	Goal Systems International, Inc., Columbus, OH Coopers & Lybrand, Columbus, OH Bank One Trust Company, Columbus, OH Lane, Alton & Horst, Columbus, OH Dean, Witter, Reynolds, Cincinnati
179 (164)	Saxelbye, Powell, Roberts & Ponder, Inc. Jacksonville, FL	.90	9.9	.77	3 PM JC — SDR — JDR — PD	30 — — — —	45 — — — —	2 SD 1 JD — CADD — NBS 6 TID	15 12 — — —	30 20 — — —	BancBoston Mortgage Corp., Jacksonville, FL Florida National Bank, Orlando, FL Koger Properties, Searcy Bldg., Little Rock, AR Parkway Place at South Point, Jacksonville, FL Belfort Park, Jacksonville, FL	The Auditor General Building, Tallahassee, FL Florida National Bank, operations, Miami, FL Koger Properties, Fairfax Bldg., Richmond, VA Koger Properties, Geneva Bldg., Birmingham, AL SunBay Service Center, Jacksonville, FL
180 (—)	Curtis Cox Kennerly Philadelphia	.88	7.6	1.30	3 PM JC 1 SDR 2 JDR 3 PD	45 25 24 15 26	NA NA NA NA NA	2 SD 3 JD 2 CADD 1 NBS 20 TID	40 22 18 12 —	NA NA NA — —	IMS America, Ltd., Plymouth Meeting, PA Atlantic Financial Federal, Sala Cynwyd, PA Virginia Hotel, Cape May, NJ Roach Brothers, corporate HQ, Devon, PA	Sorbus, Frazer, PA AT&T, Premier Presentation Ctr., Bedminister, NJ Haworth Showroom, Philadelphia IMS America, Ltd., Totowa, NJ LNP Engineering Plastics, Exton, PA
181 (170)	The Spector Group North Hills, NY	.88	2.4	.11	2 PM JC 1 SDR 2 JDR 2 PD	45 40 28 18 45	120 80 60 40 70	1 SD 2 JD 2 CADD 2 NBS 15 TID	28 18 40 20 —	60 40 80 — —	The Gutman Institute, New York Astrosystems, Inc., Lake Success, NY United States Tennis Association, New York Yanoff Agency, Valley Stream, NY S/A Associates, corp. offices, Garden City, NY	Long Island Savings Bank, Exec. HQ, Melville, NY Sabena North American HQ, Manhasset, NY Adam Ross Men's Store, Cleveland, Princeton, NJ
182 (153)	The Planning and Design Group, Inc. Ft. Lauderdale, FL Miami, FL	.88	22.4	1.20	4 PM JC 2 SDR 3 JDR 2 PD	35 — 30 17 30	60 — 40 30 40	— SD 2 JD — CADD 3 NBS 13 TID	— 17 — 17 —	— 35 — — —	Oak Run, Ocala, FL First American Bank, Lake Worth, FL Rolling Hills, Davie, FL Trafalgar Office Complex, Ft. Lauderdale, FL Horizon One, Hollywood, FL	Rolling Hills, office, Davie, FL Harris & Drury Advertising, Fort Lauderdale, FL National Bank Card (NABANCO), Sunrise, FL Stiles Corporation, Fort Lauderdale, FL
183 (174)	Gorman & Associates, Inc. Atlanta	.87	9.3	.60	3 PM JC 3 SDR 2 JDR — PD	NA NA NA NA —	65 53 43 28 —	— SD — JD 5 CADD — NBS 16 TID	— — NA — —	— — 50 — —	Opryland Hotel, Nashville, TN Goody's (statewide), Tennessee Garrets (statewide), South Carolina Trust Company Bank, Atlanta Peachtree Doors Inc., various states	Opryland Hotel, Nashville, TN Goody's (statewide), Tennessee Garrets (statewide), South Carolina Trust Company Bank, Atlanta Peachtree Doors Inc., various states
184 (—)	Mitchell International Northfield, IL Atlanta, Indianapolis, Camp Hill, PA, Temecula, CA	.80	4.0	2.00	1 PM JC — SDR — JDR — PD	50 — — — —	80 — — — —	2 SD 3 JD — CADD — NBS 7 TID	30 19 — 17 —	60 50 — — —	West Virginia Univ. Hospital, Morgantown, WV Univ. of Virginia Hospitals, Charlottesville, VA Emanuel Hospital, Portland, OR St. Joseph's Hospital West, Lake St. Louis, MO Christian Hospital Northeast, St. Louis	Washington Hospital Center, Washington Arnold Palmer Children's Hospital, Orlando, FL Tucson Medical Center, Tucson, AZ Peconic Hospital, East Stroudsburg, PA Stanford University Hospital, Palo Alto, CA
185 (159)	RTG/Partners Inc. Austin, TX	.79	14.4	.74	2 PM JC 2 SDR 2 JDR — PD	40 30 — 16 —	70 50 — 28 —	3 SD 2 JD — CADD 2 NBS 13 TID	20 18 — 18 —	40 35 — — —	Austin Electric Utility Department, Austin, TX Small, Craig & Werkenhine Attorneys, Austin, TX Jenkins & Gilchrist, Austin, TX Brackenridge Children's Hospital, Austin, TX Night Hawk Restaurant, Austin, TX	Booth & Newsom Attorneys, Austin, TX Hilgers & Watkins Attorneys, Austin, TX Covia Corporation, Austin, TX Singleton, Singleton & Cooksey, Houston H. McCoy Showroom, Austin, TX
186 (183)	Interior Space Specialists, Inc. Livingston, NJ	.79	8.5	.38	2 PM JC 1 SDR 3 JDR — PD	65 — 25 20 —	85 — 45 40 —	3 SD 5 JD — CADD 5 NBS 19 TID	29 22 — 22 —	60 45 — — —	Yegen Associates, Paramus, NJ Ellen Tracy, Carlstadt, NJ Mem Company, Northvale, NJ Progressive Title Agency, Inc., Paterson, NJ American Capital Resources, Hackensack, NJ	Dierckx Corporation, Woodbridge, NJ Whittle Communication, New York Oden Projects, Fairfield, NJ Rockland Cardiology, Pearl River, NY Interior Space Specialists, Livingston, NJ
187 (192)	Carlsten Associates, P.C. Atlanta	.79	7.0	.56	2 PM JC 1 SDR — JDR 4 PD	62.8 33.8 24 — 25	70 48 35 — 38	1 SD 4 JD 3 CADD 7 NBS 18 TID	19 16.8 19.8 18.2 —	35 30 35 — —	Fulton Federal S & L, corporate offices, Atlanta First Nationwide Network, Atlanta Osborne Travel, Atlanta Blimpie International (statewide), TN, TX, GA Davis, Matthews & Quigley, Lenox Towers, Atlanta	Concourse V, The Landmarks Group, Atlanta One Georgia Center, Steinemann & Co., Atlanta SunnarHauserman Showroom, Atlanta Blimpie International (statewide), AL, FL, NY
188 (176)	United Business Interiors Los Angeles Irvine, CA	.78	60.0	1.50	2 PM JC — SDR — JDR — PD	40 30 — — —	65 55 — — —	5 SD 4 JD 3 CADD 4 NBS 19 TID	32 19 25 NA —	55 45 55 — —	Transamerica Occidental Life, Los Angeles Security Pacific National Bank, Los Angeles GTE, various locations, Los Angeles County University Tech Center, Pomona, CA IOLAB, Claremont, CA	550 Brand, Clarendale, CA Hewitt Associates, Santa Ana, CA Arcs Mortgage, Agoura, CA
189 (145)	Michael Asner Associates, Inc. Baltimore	.77	10.8	.51	4 PM JC — SDR — JDR — PD	45 — — — —	65 — — — —	3 SD 4 JD — CADD 3 NBS 11 TID	25 19 — 20 —	50 40 — — —	The Hartford Mutual Insurance Co., Belair, MD Farris & Company, Washington Alexander & Alexander, Washington The Towers at Harbor Court, Baltimore Mid Atlantic Toyota HQ, Baltimore	Baltimore Gas & Electric Company, Baltimore The Wauwauk, Columbia, MD Hawthornefield, Columbia, MD KMS, Inc., Columbia, MD First National Bank of Maryland (statewide), MD

RANK 1988 (1987)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	TOTAL FEES IN MILLIONS	DOLLAR VOLUME IN MILLIONS	TOTAL SQ. FT. IN MILLIONS	STAFF DATA								1987 INSTALLATIONS	1988 INSTALLATIONS
					NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVERAGE BILLING PER HOUR	NO. OF EM- PLOYEES	CATEGORY	AVERAGE SALARY IN \$1000'S	AVERAGE BILLING PER HOUR		
190 (187)	City Interiors Ltd. Vancouver, British Columbia	.77	10.3	.44	1 — 2 — 2	PM JC SDR JDR PD	33 30 30 — 35	65 — 53 — 60	2 — — 4 11	SD JD CADD NBS TID	29 — — 25 —	55 — — — —	Reed Stanhouse, Vancouver, B.C. Nitsui & Company, Vancouver, B.C. Canadian Airlines International, Vancouver, B.C. Vitek, Robinson, Hayhurst, Vancouver, B.C. J. Walter Thompson, Vancouver, B.C.	M.S.A., Vancouver, B.C. Council of Forest Industries, Vancouver, B.C. Continental Carlsile, Vancouver, B.C. Japan Travel Bureau, Vancouver, B.C. MacDonald Dettwiler & Assoc., Richmond, B.C.
191 (161)	Interior Design Development Costa Mesa, CA	.77	3.2	.51	2 — 1 1 3	PM JC SDR JDR PD	42 — 40 24 80	85 — 85 65 85	3 3 — 2 13	SD JD CADD NBS TID	35 20 — 24 —	85 65 — — —	Prudential Real Estate, Newport Beach, CA Independence Bank, Rancho Cucamonga, CA Coldwell Banker, Newport Beach, CA National Education Corp., Newport Beach, CA Century 21, Irvine, CA	Prudential Real Estate, Chicago, Atlanta Ford Aerospace, Newport Beach, CA Coldwell Banker, Newport Beach, CA Honeywell, Houston, TX Covington Technologies (statewide), California
192 (190)	Pace Group (formerly Pace Design, Inc.) Washington McLean, VA	.76	95.0	2.00	2 — 3 — —	PM JC SDR JDR PD	45 — 22 — —	75 — 55 — —	4 8 1 — 18	SD JD CADD NBS TID	30 20 18 — —	55 35 35 — —	USLICO Corp., Arlington, VA American Institute of Aeronautics, Washington Shockey Industries, Winchester, VA American Society of Civil Engineers, New York Jones Lang Wolfson, Washington	Capital Care, Washington Omni International, Rockville, MD Equitable Bank, Baltimore
193 (—)	Belea Group Inc. New York	.76	1.8	.55	4 1 1 1 1	PM JC SDR JDR PD	60 30 30 18 32	88 45 45 33 48	1 1 — 2 10	SD JD CADD NBS TID	45 20 — 20 —	65 38 — — —	Marine Midland Bank, Wilmington, DE American International Group, Wilmington, DE Morgan Bank, New York First American Title Insurance, Garden City, NY	Marine Midland Bank, New York Coopers & Lybrand, Newark, NJ Morgan Bank, New York American International Group, Wilmington, DE
194 (182)	Anthony Smith, Inc. Boston	.75	5.7	.40	2 — 1 2 1	PM JC SDR JDR PD	42.5 — 30 20 40	40 — 40 30 50	1 — — 2 9	SD JD CADD NBS TID	35 — — 20 —	40 — — — —	G.H. Bass, South Coast Plaza, Costa Mesa, CA Shoe Box, Baybrook Mall, Houston, TX Timberland, Hampton, NH Atlantic, Annapolis, MD Johnson & Murphy, Fort Meyers, FL	G.H. Bass, Orlando, FL Timberland, New York Johnson & Murphy, Freeport, ME Atlantic, Sausalito, CA Shoe Box
195 (151)	The Falick/Klein Partnership Houston Irvine, CA	.73	30.0	1.20	NA NA NA NA NA	PM JC SDR JDR PD	NA NA NA NA NA	NA NA NA NA NA	NA — — — 10	SD JD CADD NBS TID	NA — — — —	NA — — — —	AMI/Irvine, Irvine, CA Memorial Northwest Hospital, Houston Christ Hospital, Chicago S Dental Clinics/Dispensaries, Germany Fountain Valley, Fountain Valley, CA	Memorial Northwest Hospital, Houston Augusta Veterans Admin. Hospital, Augusta, GA Swedish Medical Center, Englewood, CO Riverside Medical Center, Riverside, CA Northeast Medical Center, Houston
196 (—)	VVKR/Design Collaborative Alexandria, VA Baltimore	.73	6.6	2.61	4 — — — 2	PM JC SDR JDR PD	42.5 — — — 24.5	80 — — — 50	— — — 1 7	SD JD CADD NBS TID	— — — 20 —	— — — — —	Computer Sciences Corp., HUB Ctr., Trenton, NJ UNISYS Twin Cities Consolidation Fac., Eagan, MN Telenet, Reston, VA Physicians Pavilion, Greater Baltimore Med. Ctr. Jefferson National Bank, Winchester, VA	Software AG of North America, Reston, VA Humanities II Bldg., George Mason University, VA Station Center, Alexandria, VA Cascades of Landmark, Alexandria, VA Newport News Courthouse, Newport News, VA
197 (175)	Michael Fox, Inc. St. Louis	.71	3.6	.15	2 — — — 3	PM JC SDR JDR PD	40 — — — 21.1	65 — — — 35	— 2 2 4 13	SD JD CADD NBS TID	— 14.5 19.4 17.7 —	— 22 35 — —	Jefferson Smurfit, corp. HQ, St. Louis Memorial Community Hospital, Jefferson City, MO Haworth Regional Showroom, St. Louis Emerson Electric, renovation, St. Louis Corroon & Black of Missouri, St. Louis	Edison Bros. Stores/Facilities Mgmt., St. Louis Tower, Perrin, Forster & Crosby, St. Louis A.B. Chance, Centralia, MO Memorial Community Hospital, Jefferson City, MO
198 (—)	Dyer/Brown Architects, Inc. Boston New Bedford, MA	.70	35.0	.40	1 1 — 1 1	PM JC SDR JDR PD	40 35 — 20 24.5	50 45 — 30 34	1 — 1 — 6	SD JD CADD NBS TID	23 — 23 — —	45 — 34 — —	Fidelity Service Company, Boston Fidelity Investments Instit. Operations, Boston State Street Research & Management Co., Boston Grantham, Mayo, Van Otterloo & Co., Boston Looney & Grossman, Boston	National Finance Service Co., New York Kallman Instrument Company, Nashua, NH Citicorp Information Management, Boston Fidelity International, Reigate, England
199 (—)	William Sklaroff Design Associates Ardmore, PA	.65	12.0	3.00	3 — 1 2 2	PM JC SDR JDR PD	36 — 27 18.5 27	85 — 65 55 65	2 2 — 4 12	SD JD CADD NBS TID	27 18.5 — 24 —	65 85 — — —	Albert Einstein Foundation, Philadelphia Temple University Hospital, Philadelphia Subaru of America, Cherry Hill, NJ Meridian Bank, Philadelphia & Reading, PA	Philadelphia Psychiatric Center, Philadelphia Barnett Transplant Institute, Philadelphia
200 (186)	Coventry House Ltd. Los Angeles Springfield, VA	.64	9.1	.75	— 2 — — —	PM JC SDR JDR PD	— 20 — — —	— 45 — — —	1 2 — 1 5	SD JD CADD NBS TID	38 13.5 — 20 —	65 35 — — —	Community Memorial Hospital, Ventura, CA Regional Hospital, Fountain Valley, CA Mission Oaks Hospital, Los Gatos, CA Trinity Valley Medical Center, Palestine, TX Southwest Hospital (Phase 1), Mesquite, AR	Safeco Hospital (Phase II), Little Rock, AR Heathcliff Inn, Loma Linda, CA Regional Hospital, Fountain Valley, CA Trinity Valley Medical Center, Palestine, TX

INTERIOR DESIGN

\$5.00

OCTOBER 1988

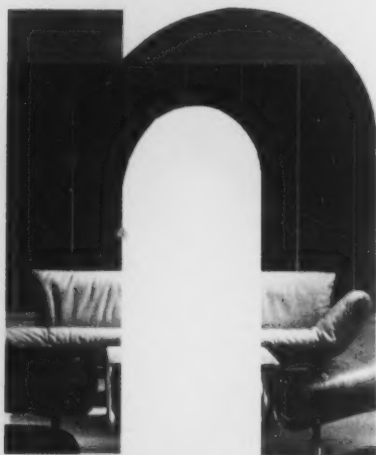
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100 HOTEL & RESTAURANT GIANTS • SHOPS & SHOWROOMS
ORLANDO DIAZ-AZCUY'S OWN OFFICE



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A logo in glass

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COVER

Ivano Gianola combines color, cabinetry and mirrors in his own apartment in Switzerland (see page 254). Photography: Paul Warchol

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Interior Design (ISSN 0020-5508) is published 16 times a year, monthly with one additional issue in January, March, May and October for subscribers, by Cahners Publishing, a Division of Reed Publishing USA, 275 Washington Street, Newton, Mass. 02158. Second class postage paid at New York, NY and additional mailing offices. ADDRESS ALL SUBSCRIPTION REQUESTS AND CORRESPONDENCE TO: Interior Design, P.O. Box 1970, Marion, Ohio 43305. TELEPHONE TOLL FREE 800-669-1002 (in Ohio, phone 614-383-3141). Subscription rates \$47.95 for one year; \$79.95 for two years, including the Buyers Guide, Market and Neocon XX issues in the U.S. Additional \$20 per subscription year for postage outside the U.S. SINGLE COPIES \$10.00. Annual Buyers Guide Directory \$15.00. PREPAYMENT REQUIRED FOR SINGLE COPY ORDERS. ADDRESS ALL SINGLE COPY REQUESTS ALONG WITH PAYMENT TO: Interior Design, P.O. Box 1970, Marion, Ohio 43305. Address all communications (other than Subscription and Single Copies) to: INTERIOR DESIGN, 249 West 17th Street, New York, NY 10011. TELEPHONE 212-645-0067. Cable: Anddec New York, U.S.A.

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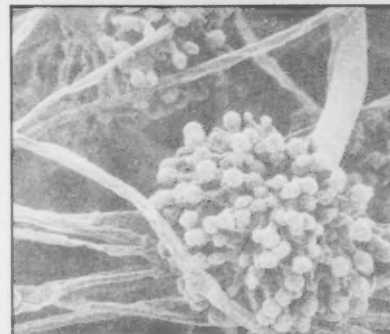
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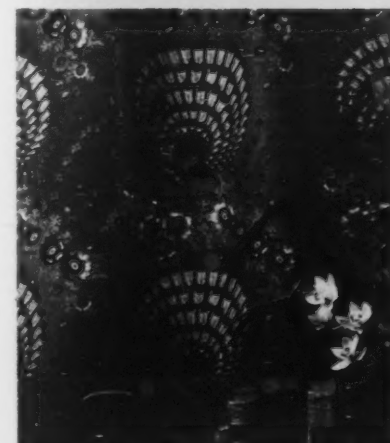
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1988

INTERIOR DESIGN

HOTEL and RESTAURANT

GIANTS

BY ANDREW LOEBELSON

This was an interesting year for the Hotel & Restaurant Giants. Design income was up some 5 percent, purchasing income was up 19 percent, the actual value of hospitality installations stayed nearly the same, the number of guest rooms and restaurant seats installed went down some 40 percent, and the number of people producing all this work for these firms remained almost exactly the same. Let us look at the data in more detail.

The value of hotel and restaurant work created by these 100 top firms increased only a little over 1 percent to about \$2.086 billion, but actual hospitality-related fees rose some 5 percent to over \$110 million. The 100 firms also made over \$74 million in hospitality-related purchasing fees, a strong increase of 19 percent over last year's \$62 million (see October 1987 *Interior Design*). Notwithstanding that increase, the actual number of firms that derive the major portion of their income from purchasing rather than design decreased from 25 to 17. It would seem that increasing numbers of other firms are discovering the "purchasing profit center."

The actual average percentage of total hospitality income for these firms is 40 percent. Obviously this is a far higher percentage of income based on purchasing fees than that of most commercial firms. Of course, we are only ranking firms on their hospitality-related design fee income.

These firms are basically hospitality interior design firms. They have different operating characteristics from commercial interior design firms (see *Interior Design Giants* in January and July issues). The average firm on this list gets 82 percent of its income from hospitality work. More than 40 percent of their overall income, on average, is derived from purchasing fees. The only other type of interior design work with this characteristic is residential work.

There are almost precisely the same number of employees in this year's firms as there were last year, 1,975 now compared to 1,978 last year. These employees earned almost 5 percent more fees for their firms than last year, nearly \$85,000 per employee in 1988. However the commercial Giants still make far more per employee, at over \$102,000.

The Hotel & Restaurant Giants this year created far fewer hotel rooms than last year, 91,000 compared to 152,000; an increased number of function room seats, 970,546 compared to 929,000, and fewer restaurant seats, 203,603 compared to 320,831. It is difficult to tell whether this is a skew in statistics because an unusual amount of design work was done this year that will not be installed until next year, or whether this year's installations were more highly designed and expensive in both professional fees and installation costs.

The overall make-up of the personnel of these 100 firms remained almost the same as last year with one surprising anomaly. The percentage of CADD operators dropped from 5 percent to less than 2 percent and every other personnel category increased about 1 percent. Although the commercial 100 Giants have 5.5 percent CADD operators, 84 percent of the firms use a CADD system. Only 17 percent of the hospitality Giants use a CADD system (CHART ONE).

Fees, as expressed in percentage of cost, have stayed just about the same as last year at 11 percent for public spaces, up about 1 percent to 8.5 percent for guest rooms, and again up about 1 percent to 13.3 percent for restaurants (CHART TWO).

You may notice that the charts look different this year. They have been changed to better show the range as plus or minus one standard deviation (as shown as low, mean and high). The standard deviation is a statistically derived number that takes any sample of numbers—say, fees as percentage of costs—and shows the average and the range of where 90 percent of all fees would fall. We may not have gotten an answer that high or low, but statistics have proved that if our sample is good, 90 percent of any answers from others who do the same kind of work, will fall in the range shown.

(There was only one case in which the standard deviation was actually less than the lowest response received. The low range for fees in dollars per sq. ft. for guest rooms was statistically \$0.01, but we changed it to show the lowest actually recorded in the 100 questionnaires we are reporting on. Such a deviation can happen only where there are relatively few, widely varying, responses.)

Continued

1988

INTERIOR DESIGN

HOTEL and RESTAURANT

GIANTS

CHART ONE

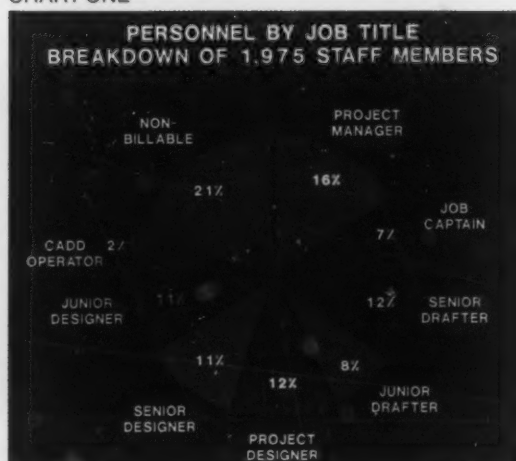


CHART TWO

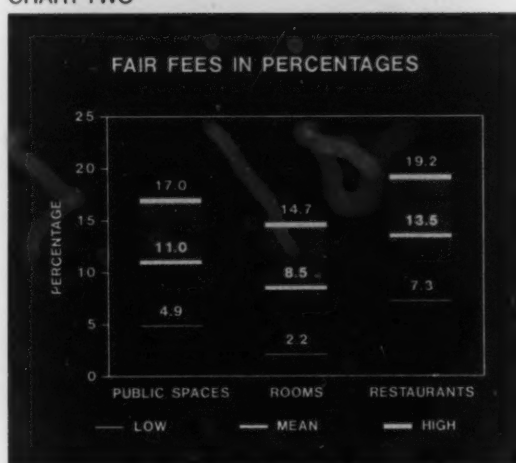
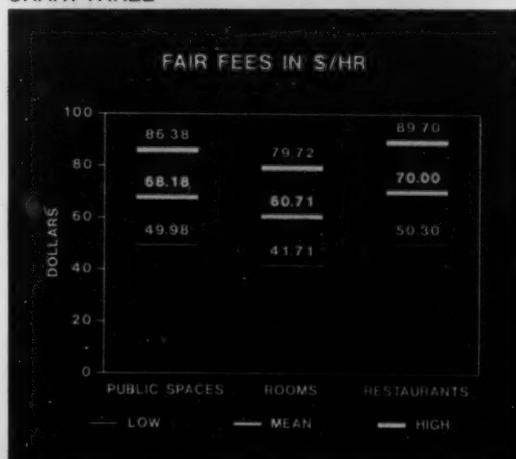


CHART THREE



The fair fees in dollars per hour changed a significant amount from last year. Public space fees went up nearly 17 percent to \$68.18. Fees for rooms went up about 11 percent to \$60.71. And fees for restaurants went up about 15 percent to \$70.00 (CHART THREE).

In dollars per sq. ft. fees were up strongly. Last year public spaces went for \$3.59; this year they cost \$4.80. Rooms were up slightly, from \$2.66 to \$2.98. And restaurants rose from \$5.02 to \$6.27 (CHART FOUR).

The average billing rates by job title were also up an average of about 6 percent. This year project managers were paid \$91.95 per hour (compared to \$87.76 last year). Other categories also showed strong raises: job captains billed out at \$67.18 (versus \$62.47 last year), senior drafters at \$54.91 (\$50.74), junior drafters at \$39.48 (\$38.82), project designers at \$70.23 (\$59.00), senior designers at \$64.13 (\$61.38), junior designers at \$44.64 (\$42.02), and CADD operators at \$50.81 (\$44.23) (CHART FIVE). Since there is a strong relationship between salary and billing rate, it is not surprising to note that salaries have also increased, although by a little more, 8 percent (CHART SIX).

Installation costs have also risen dramatically. New hotel work has risen from \$107.73 to \$120.12 per sq. ft. with three quarters of that rise being in the construction component and one quarter in the furnishings costs. Similarly, renovated hotel costs have risen from \$80.60 to \$91.85, again with three quarters of the rise in the construction costs.

New restaurant total installation costs also rose substantially this year, from \$128.98 to \$139.10 per sq. ft.

CHART FOUR



And renovated restaurants rose from \$109.40 to \$127.41. Again, most or all of this growth was in construction rather than in furnishings.

In terms of combined costs for common rooms, costs rose from \$83.71 per sq. ft. last year to \$92.67 this year. Guest rooms cost \$47.18 per sq. ft. last year and \$52.99 this year. And function rooms cost \$57.75 last year and \$62.62 this year. All of these cost increases are well in excess of the rate of inflation last year and may point to increased sophistication in design and technology in the hospitality field. After all, computers have spread from the reservation desk in the hotel to the ordering function in restaurants (CHART SEVEN).

This may also be affected by the fact that there is more renovation work being done this year. Last year new work was 49.5 percent, this year it has slipped to 44.7 percent. The 100 firms use fewer consultants than do the commercial designers we also track. Only six types of consultants are used in more than ten percent of these hotel and restaurant giants' projects. They are food consultants (in 31.7 percent of the projects), lighting consultants (28.5 percent), signage consultants (25.8 percent), art consultants (19.5 percent), audio/visual consultants (17.9 percent), and purchasing consultants (17.7 percent).

The special areas we track have stayed about the same. Physical fitness centers appear in 43 percent of our respondents' projects, conference centers in 41 percent, business services are provided in 15 percent and day care centers are built in just 3 percent of these projects.

Our firms have been hired overwhelmingly by top management (president, CEO, chairman of the board) in 55 percent of their jobs. Senior management (senior and executive vice presidents, etc.) hires them 29 percent of the time, professionals 12 percent of the time, and the architect just 4 percent of the time (CHART EIGHT).

This year has been another strong year in the hospitality field. But many firms were late getting their forms in for our survey. Don't delay in giving us information for our 1989 listing. If you think you belong on this list, call Interior Design (212-463-6675) and order a questionnaire for next year! □

Research compiled by Kathy Harrigan

Andrew Loebelson is a vice president and senior project manager of facility management of Salomon Brothers, the New York investment banking firm.

CHART FIVE

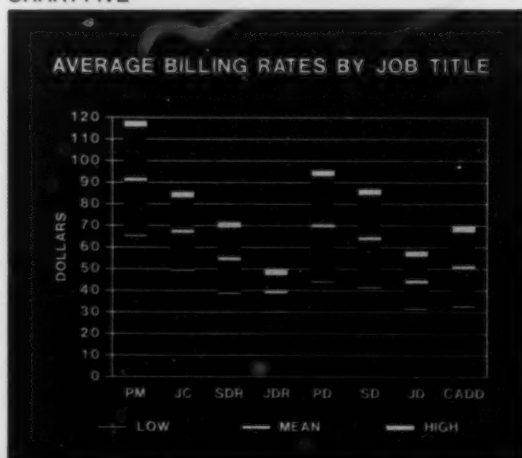


CHART SIX

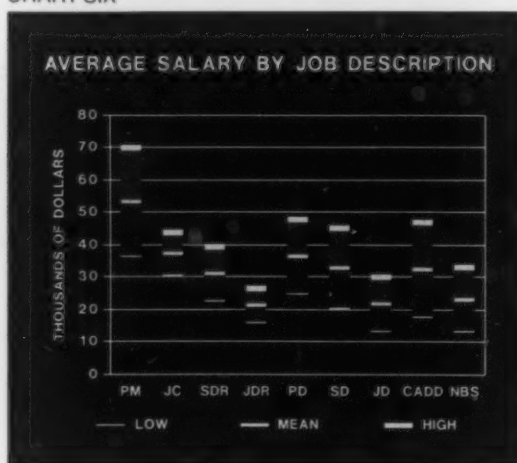


CHART SEVEN

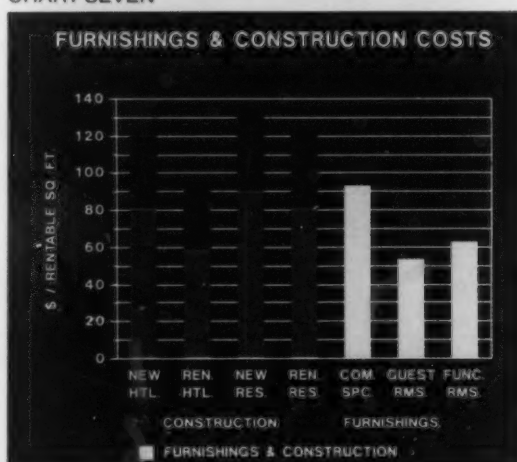
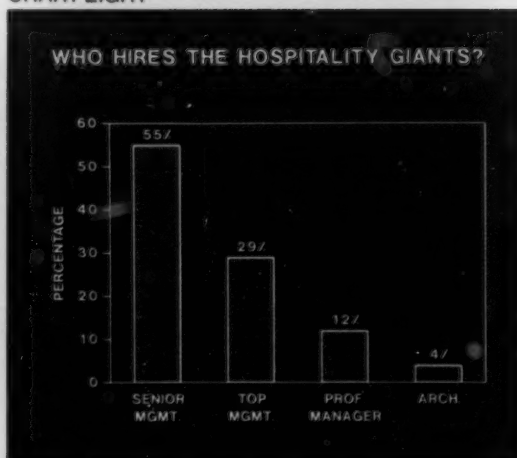


CHART EIGHT



INTERIOR DESIGN

RANK 1988 (1987)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	HOSPITALITY FEES* Millions	DOLLAR VOL. In Millions	STAFF DATA			1987 INSTALLATIONS	1988 INSTALLATIONS
				No. of Empl. Category	Salary Range In Thousands	Billing Range In \$/Hour		
1 (1)	Hirsch/Bedner and Associates Santa Monica, CA Atlanta, London, Hong Kong	8.74	205.0	19 MGR 51 DES 64 DR 36 NBS 170 TID	45-85 30-65 22-36 NA —	65-180 60-125 45-55 — —	Mau Westin, Kanapali, HI Kauai Westin, Lihue, HI Grand Hyatt, Washington Jing An Hilton, Shanghai, China Hyatt Regency, Jerusalem	Hyatt Regency Waikoloa, Kona, HI Park Hyatt Embarcadero, San Francisco Spanish Bay, Pebble Beach, CA Marrion, Hong Kong Beijing Hotel VIP Tower, Beijing, China
2 (2)	Graham-Solano Ltd. Woburn, MA London, Guadalajara, Mexico	7.76	180.0	15 MGR 26 DES 17 DR 19 NBS 77 TID	35-75 22-58 25-50 NA —	85-120 45-120 45-110 — —	Hilton International, Colombo, Sri Lanka Grand Swiss Hotel, Seoul, Korea Sheraton Hotel, Lisbon, Portugal Lexington Hotel-Taj International, New York The Hilton at Dedham Place, Dedham, MA	Hyatt Regency Hotel, Sacramento, CA Ramada Renaissance Hotel, Seoul, Korea Vista International Hotel, Newark, NJ Hilton International Hotel, Ankara, Turkey Holloran House, New York
3 (4)	Wilson & Associates Dallas New York, London	5.32	150.0	12 MGR 19 DES 22 DR 15 NBS 68 TID	60 25-40 20-40 27 —	100 65-85 50-75 — —	Omni Hotels, Richmond, VA & Jacksonville, FL The Broadmoor, Colorado Springs, CO Lincoln Indianapolis Hotel, Indianapolis The Breakers, West Palm Beach, FL Clardge's, London	The Dearborn Inn, Dearborn, MI Hyatt Singapore, Singapore, Malaysia Disney Caribbean Beach Resort, Orlando, FL Conrad International Hotel, Dublin Walt Disney World Swan Hotel, Orlando, FL
4 (13)	Dorothy Draper & Co., Inc. New York London, St. Croix, White Sulphur Springs, WV	4.13	20.0	24 MGR 20 DES 18 DR 10 NBS 72 TID	50-150 50-85 40-75 NA —	140-150 110-140 90-110 — —	Coccoloba Plantation, Anguilla, B.V.I. Villa Madeline, St. Croix, U.S.V.I. Arrowwood Conference Ctr., Westchester, NY Saucon Valley Country Club, Bethlehem, PA Grand Hotel, Mackinac Island, MI	Dromoland Castle, Ireland Ashford Castle, Ireland Adare Manor, Ireland Inverlurie Hotel, Paget, Bermuda Greenbriar Hotel, White Sulphur Springs, WV
5 (3)	Intradesign Los Angeles	3.57	53.0	5 MGR 17 DES 11 DR 8 NBS 41 TID	45-100 23-45 28-40 28 —	75-150 45-65 45-65 — —	Four Seasons, Los Angeles Century Plaza Hotel, Los Angeles Scottsdale Princess Resort, Scottsdale, AZ Fairmont Hotels, Chicago & San Jose, CA Omni International, Horton Plaza, San Diego	Grand Floridian, Orlando, FL Mason's Restaurant, San Francisco Meridian/Park at Coronado, San Diego Port Bldg. Restaurant, Brisbane, Australia Westin Bellevue Place Hotel, Bellevue, WA
6 (10)	Yates-Silverman, Inc. Los Angeles Las Vegas, NV, Atlantic City, NJ	3.31	30.0	12 MGR 7 DES 6 DR 11 NBS 36 TID	33-45 20-32 20-30 25 —	48-66 30-45 30-42 — —	Showboat Hotel/Casino, Atlantic City, NJ Colorado Belle Hotel/Casino, Laughlin, NV Whiskey Pete's Hotel/Casino, Jean, NV Caesars Bank, 22 branches (statewide), Nevada Clardge Hotel/Casino, Atlantic City, NJ	Taj Mahal Hotel/Casino, Atlantic City, NJ Trump Plaza, casino, Atlantic City, NJ Harrah's, casino, Lake Tahoe, NV Caesars Tahoe, Lake Tahoe, NV Gold Coast, casino addition, Las Vegas
7 (21)	Lynn Wilson Associates/Creative Environments Coral Gables, FL New York, Paris, Miami	3.16	202.1	9 MGR 16 DES 18 DR 12 NBS 55 TID	45-75 20-50 30-70 18-60 —	75-100 35-75 35-75 — —	The Marriott, Sawgrass, FL Hilton, Ocala, FL Frenchman's Reef, Virgin Islands Boca Raton Hotel, Boca Raton, FL Guana Hani, St. Bart's	Rittenhouse Square, Philadelphia Waldorf Astoria, New York Royal Resorts, France El Cortez, San Diego Hyatt, Key West, FL
8 (6)	Harper Design Company (formerly Stouffer Hotel Co.) Solon, OH	3.00	33.8	7 MGR 4 DES 3 DR 2 NBS 16 TID	42-52 19-38 12 32 —	55-60 25-40 35 — —	Stouffer Tower City Plaza, Cleveland J.B. Winberie Restaurant, Great Neck, NY J.B. Winberie Restaurant, Montclair, NJ J.B. Winberie Restaurant, Coral Springs, FL	Stouffer Harborplace Hotel, Baltimore Stouffer Concourse Hotel, Arlington, VA Stouffer Tower City Plaza, Cleveland Parker's Seafood Grill, Newport Beach, CA J.B. Winberie Restaurant, Ridgewood, NJ
9 (7)	L.E. Seitz Associates, Inc. Miami	2.96	32.8	5 MGR 4 DES 8 DR 4 NBS 21 TID	NA NA NA NA —	NA NA NA NA —	Sands Hotel/Casino, San Juan, Puerto Rico Indian River Plantation, Hutchinson Island Sands Hotel/Casino, Atlantic City, NJ The Palm, Palm Beach, FL Clubhouse Inns, Pittsburgh, PA & Lansing, MI	Sands Hollywood, Atlantic City, NJ Sands Dorado Del Mar, Dorado, Puerto Rico Plantation Bay, Dubai Bengal Bay, Japan Clubhouse Inns, Nashville
10 (8)	DiLeonardo International, Inc. Warwick, RI	2.94	80.0	11 MGR 9 DES 6 DR 9 NBS 35 TID	45-80 23-40 25-32 30 —	75 50-75 50 — —	Sheraton Hotel, Windsor Locks, CT Nantucket Inn Resort, Nantucket, MA Beverly Heritage Hotel, Costa Mesa, CA Hilton Suites/Lexington Green, Lexington, KY Sheraton Tara Hotel, Parsippany, NJ	The Piper Hotel, Somerset, Bermuda Plaza Caracol, Cancun, Mexico Stone Mountain Resort, DeKalb County, GA Oak Brook Conference Center, Oak Brook, IL Roosevelt Hotel, New York
11 (5)	Hotel Services Division, a div. of Holiday Corporation Memphis, TN	2.54	85.3	23 MGR 26 DES 15 DR 6 NBS 70 TID	46-NA 25-38 25-42 16.2 —	38 38 38 — —	Holiday Inn Riverwalk, San Antonio Embassy Suites, La Jolla, CA Holiday Inn, Torrance, CA Holiday Inn, Raritan Center, Edison, NJ Holiday Inn, Crowne Plaza, Lyon, France	Holiday Inn, Freeport, Grand Bahamas Embassy Suites, Raleigh, NC Holiday Inn, University Cir., Pittsburgh, PA Holiday Inn, Crowne Plaza, Toulouse, France Embassy Suites, Parsippany, NJ
12 (28)	Richard Pedroza Associates, Inc. Los Angeles San Francisco	2.50	60.0	2 MGR 3 DES 3 DR — NBS 8 TID	NA NA NA NA —	NA NA NA NA —	Ramada Renaissance, Richardson, TX Las Cruces Hotel, Las Cruces, NM	Westin Hotel, Indianapolis Mori Point Conference Center, Pacifica, CA Reno Hilton, Reno, NV
13 (16)	William Hetherington & Associates, Inc. Englewood, CO Chicago	2.13	50.0	7 MGR 4 DES 3 DR 3 NBS 17 TID	NA NA NA NA —	NA NA NA NA —	Hyatt Milwaukee, Milwaukee, WI Hyatt Memphis, Memphis, TN Pickett Suite Hotel, Raleigh/Durham, NC Ramada Inn, Atlanta Ramada Chandler, Chandler, AZ	Sheraton Grand, Dallas Hilton East, Wichita, KS Hyatt (downtown), Denver Hyatt, Austin, TX Ramada, San Mateo, CA
14 (17)	Miraglia/Dsgntec International Partnership, Inc. Philadelphia Las Vegas, NV, Southampton, Bermuda	2.12	1.6	3 MGR 9 DES 2 DR 6 NBS 20 TID	25 15-40 14-18 NA —	— — — — —	Tropicana Hotel/Casino, Atlantic City, NJ The Tropicana, Las Vegas, NV Sands Hotel/Casino, Las Vegas, NV Intl. Casino Property Develop. Corp., London	Sands Hotel/Casino, Las Vegas, NV Manna Hotel/Casino, Las Vegas, NV Showboat Casino/Hotel, Atlantic City, NJ The Princess Hotel, Hamilton, Bermuda Michael's Restaurant Cabaret, Philadelphia
15 (—)	Nishimi, Womack, Carroll (formerly IDA) Los Angeles New York	2.10	19.0	3 MGR 7 DES 4 DR 2 NBS 16 TID	40-65 18-50 18-40 17-35 —	90-150 40-75 40-75 — —	Spa Hotel & Resort, Palm Springs, CA Sheraton Meridian, Eatontown, NJ Sky Chefs, Cincinnati Hilton Riviera Hotel, Palm Springs, CA North Shore Hilton, Skokie, IL	Woodlake Resort, Sacramento, CA Grossinger's Resort, Grossinger, NY Coronado Bay Hilton, Coronado, CA Lombard Plaza, San Francisco Circle Line Cruise Ship, New York
16 (18)	Beckham/Eisenman Irvine, CA	1.95	2.0	10 MGR — DES 9 DR 12 NBS 31 TID	27-40 — 17-24 NA —	45-55 — 35 — —	Marie Callender's, Lahaina, Maui, HI Soup Exchange, Puente Hills, CA Marie Callender's, Bellevue, WA Island Broiler, Salt Lake City, UT Irvine Ranch Market, Los Colinas, TX	Marie Callender's, Chandler, AZ Islands, Irvine, CA Parkers, Balboa, CA Soup Exchange, Las Vegas, NV Clam Jumper, Puente Hills, CA
17 (11)	Index The Design Firm Houston	1.94	36.0	4 MGR 13 DES 3 DR 6 NBS 26 TID	44 25-44 27-32 23 —	75 50-75 50-60 — —	Ramada Hotel (new prototype), Nashville Compre Cumberland Center Hotel, Atlanta Holiday Inn (renovation), Monroe, LA Northpark Retirement Facility, Hollywood, FL Shelly's Woodroast Restaurant, Minneapolis	Kingsmill Conference Ctr., Williamsburg, VA Hyatt Regency (renovation), San Antonio Compre Hotel, Princeton, NJ Southern Trace Country Club, Shreveport, LA Doral Country Club (meeting level), Miami
18 (—)	Design Continuum, Inc. Atlanta	1.94	28.7	6 MGR 20 DES — DR 10 NBS 36 TID	NA NA NA NA —	75 40-60 — — —	Don Ce Sar Beach Resort, St. Petersburg, FL La Concha Hotel, Key West, FL Perdido Hilton, Perdido Key, FL Hyatt Regency, Atlanta Embassy Suites, Washington	Inter-Continental Lenox, Atlanta Hyatt Hotel, New Brunswick, NJ Grove Park Inn & Country Club, Asheville, NC Embassy Suites, San Diego Inn at University Village, Chicago
19 (19)	Design 1 Interiors Los Angeles	1.74	24.8	4 MGR 16 DES 5 DR 29 NBS 54 TID	50-80 20-65 20-40 NA —	100-150 70-130 25-60 — —	The Remington Club, Rancho Bernardo, CA Chambrel at Club Hill, Garland, TX Braemar Country Club, Reseda, CA Lessor Glen Club, Ridge, NY Oakmont Gardens, Santa Rosa, CA	Inn at Mission Viejo, Mission Viejo, CA Pacific Garden Hotel, Santa Monica, CA The Breakers, Niles, IL Raffles Hotel, Livermore, CA Hamilton House, Plantation, FL
20 (37)	Project Associates, Inc. Beverly Hills, CA	1.71	56.0	4 MGR 6 DES 4 DR 4 NBS 18 TID	50-75 30-55 35-40 20 —	114-120 45-75 54-81 — —	Intercontinental, Wailea Beach, Maui, HI The Peninsula Regent, San Mateo, CA The Alexander Hotel, Miami	The Beverly Wilshire, Beverly Hills, CA The Century Plaza Hotel, Los Angeles The Sheraton Palace Hotel, San Francisco The Regent of Istanbul, Istanbul, Turkey The Regent of Milano, Milano, Italy

MGR Project Managers/Directors and Job Captains
DES Project, Senior and Junior Designers
DR Senior & Junior Draftsmen and CADD Operators

NBS Non-Billable Staff
TID Total Interior Design Staff

RANK 1988 (1987)	FIRM NAME HEADQUARTERS & BRANCH OFFICES	HOSPITALITY FEES* Millions	DOLLAR VOL. In Millions	STAFF DATA			1987 INSTALLATIONS	1988 INSTALLATIONS
				No. of Empl. Category	Salary Range In Thousands	Billing Range In \$/Hour		
21 (20)	Aumiller Youngquist, P.C. Mt. Prospect, IL	1.62	3.5	6 MGR 4 DES 7 DR 2 NBS 19 TID	40-62 37-42 27-37 NA —	65-85 60-65 37-60 — —	Winner's Circle, Peoria & Rockford, IL Ed Debevic's, Beverly Hills, CA Zarros Grill, Oak Brook, IL Scoozil, Chicago Hat Dance, Chicago	Winner's Circle, Chicago & North Aurora, IL America's Kitchen, Chicago Nick's Fishmarket, Rosemont, IL Skjagack's, Boston Ed Debevic's, Osaka, Japan
22 (31)	Barry Design Associates, Inc. Los Angeles	1.58	11.0	5 MGR 6 DES 5 DR 3 NBS 19 TID	40-90 24-37 26-38 30 —	65-125 35-48 50-55 — —	Palm Springs Wyndham Hotel, Palm Springs, CA Hyatt Regency Dallas/Fort Worth Airport, TX Doubletree, Seattle Compi, Harrisburg, PA The Beverly Hilton, Beverly Hills, CA	Loews, Santa Monica, CA Westin Crown Center, Kansas City, MO Hyatt Regency, Kansas City, MO The Forum Country Club, Tokyo, Japan Hyatt Regency, Waikiki, HI
23 (25)	Carole Korn Interiors, Inc. Miami New York	1.50	38.0	9 MGR 15 DES 9 DR 9 NBS 42 TID	30-60 17-35 14-35 15-35 —	70 40-60 40-50 — —	Ramada Inn Sunrise, Ft. Lauderdale, FL Viscount Hotel, International Airport, Miami Fisher Island Resort, Miami Fisher Island Mesquite Grille, Miami Bahia Mar Hotel/Resort, Ft. Lauderdale, FL	Renaissance Hilton, Brooklyn, NY Sheraton Grand Hotel, Tampa, FL Ramada Inn Sunrise, Ft. Lauderdale, FL Ramada Inn, Ft. Myers, FL Ramada Inn (restaurants), Newport News, VA
24 (24)	VHA/Victor Huff & Associates Denver	1.50	2.5	6 MGR 11 DES 2 DR 5 NBS 24 TID	NA NA NA NA —	45-95 35-65 35 — —	Wichita Marriott, Wichita, KS Sheraton Baltimore, Towson, MD Pickett Suite Resort, Lake Buena Vista, FL Sheraton Bayside, Miami Pittsburgh Airport Marriott, Montour, PA	Waldorf Astoria, New York Marriott Resort, Daytona Beach, FL Minneapolis Marriott, Minneapolis, MN Pickett Suite Hotel, Wilmington, DE Marriott Suites-Symphony Towers, San Diego
25 (15)	Design Trend International Interiors, Ltd. Dallas Scottsdale, AZ	1.36	6.5	4 MGR 3 DES 1 DR 3 NBS 11 TID	33-38 22-35 25-28 20-23 —	— — — — —	Hotel San Diego, San Diego Residence Inns, Denver Crown Plaza Hotel, Dallas Ramada Inn, Grand Prairie, TX Phoenix Sheraton, Phoenix	Grotto Bay Beach & Tennis Hotel, San Diego Residence Inn, Oklahoma City, OK Sheraton Hotel & Towers, New Orleans Ponchartraine Hotel, New Orleans
26 (29)	The Callison Partnership, Ltd. Seattle San Diego	1.36	5.0	7 MGR 35 DES 4 DR 2 NBS 48 TID	NA NA NA NA —	NA NA NA — —	Inn at Semiahmoo, Blaine, WA Seattle Hilton (public spaces), Seattle Westcoast Sea-Tac Hotel, Seattle	Ramada Sea-Tac, Seattle Westmark, Anchorage, AK Westmark, Juneau, AK The Baranof, Juneau, AK The Edgewater, Seattle
27 (—)	Ellerbe Becket, Inc. St. Paul, MN Minneapolis, New York, Los Angeles, Chicago, Washington, Tampa, FL	1.34	NA	16 MGR 28 DES — DR 6 NBS 50 TID	NA NA — NA —	NA NA — — —	New Otani Hotel, Los Angeles Tropicana Hotel, Atlantic City, NJ	Hawaii Prince Hotel, Honolulu Sitar Cruise Ships (two)
28 (30)	Kovacs and Associates Toluca Lake, CA	1.34	31.0	2 MGR 8 DES 5 DR 3 NBS 18 TID	90 20-60 25-45 25 —	110 50-85 50-60 — —	Le Montrachet (Hilton), Las Vegas, NV Andiamo (Hilton), Las Vegas, NV Hilton (9 suites), Las Vegas, NV Hilton & Tabler Tower, San Francisco	Little America, Flagstaff, AZ Hilton (public areas), San Francisco Hilton (tower guestrooms), San Francisco Hilton (public areas), Las Vegas, NV
29 (26)	FORMA Seattle	1.23	18.0	1 MGR 8 DES 4 DR — NBS 13 TID	NA 28-40 25-28 — —	NA 60-80 25-35 — —	Westin-San Francisco Airport, Milbrae, CA Westin Chosun, Seoul, Korea Westin Chosun Beach, Pusan, Korea Westin Bayside, Vancouver, B.C. The Westin Hotel, Calgary, B.C.	The Westin Hotel, Indianapolis The Westin Hotel, Toronto The Plaza (guestroom renovation), New York The Westin Hotel, Vail, CO The Westin Hotel, Cincinnati
30 (14)	The MacDonald Design Group New York London, Miami	1.21	17.0	3 MGR 8 DES 4 DR 4 NBS 23 TID	50 25-40 25-40 NA —	125 50-95 35-100 — —	Tarrytown House Conf. Ctr., Westchester, NY Royal Conesta Hotel, New Orleans Marquesa Hotel, Key West, FL Hyde Park Hilton, Chicago	Hotel Macklowe, New York Omni International, Spartanburg, SC Trust House Forum, New York London Hilton Towers, London
31 (12)	CSA, Inc. Minneapolis	1.21	42.9	5 MGR 7 DES 4 DR 5 NBS 21 TID	50 30-40 20 NA —	65 45-45 35 — —	Radisson Plaza Hotel, Minneapolis Radisson Resort Hotel, Myrtle Beach, SC Radisson Suite Hotel, Indianapolis Radisson Plaza/Town Center, Southfield, MI Country Hospitality Inn, Burnsville, MN	Radisson Hotel, St. Paul, MN Radisson Hotel, Atlanta Radisson Normandie, San Juan, Puerto Rico Radisson Hotel, LaCrosse, WI Country Hospitality Inns (various nationwide)
32 (38)	Morris Nathanson Design, Inc. Pawtucket, RI Boston, Saint Maarten, Netherlands Antilles	1.14	35.0	3 MGR 3 DES 5 DR 4 NBS 15 TID	NA NA NA NA —	NA NA NA — —	Ninth Street Grill, Cleveland Bradley Ramada Inn, Hartford, CT Southampton Princess Hotel, Bermuda Legal Sea Foods, Burlington, MA Woodward & Lothrop (restaurants), Washington	Princess Hotel, Bermuda Fulton Fish Market, North Palm Beach, FL Legal Sea Foods, Chestnut Hill, MA Appleton Inn, Merrimack, NH Wendland Racetrack, Revere, MA
33 (27)	Concepts 4, Inc. El Segundo, CA Newport Beach, CA	1.13	16.8	3 MGR 7 DES 3 DR 9 NBS 22 TID	72 30-45 45 NA —	100 60-75 45 75 —	Ciffs at Shell Beach, Pismo Beach, CA Ramada Hotel, Santa Clara, CA Travel Inn, Anaheim, CA Rainier Plaza, Greeley, CO Sheraton-Greenway, Phoenix	Compi-Cabrillo Marina, San Pedro, CA Compi Suites, Flagstaff, AZ Sheraton-Fisherman's Wharf, San Francisco Radisson Suites, Kansas City, MO Sheraton, Norwalk, CT
34 (—)	Joyce/Snoweiss Design Group Coconut Grove, FL	1.09	58.8	3 MGR 9 DES 7 DR 8 NBS 27 TID	NA NA NA NA —	55-125 40-55 45-60 — —	Sun Viking, Royal Caribbean Cruise Ship Nordic Prince, Royal Caribbean Cruise Ship Song of Norway, Royal Caribbean Cruise Ship Grove Isle Club, (guestrooms), Miami	Song of America, Royal Caribbean Cruise Ship Hyatt Regency, James Knight Center, Miami
35 (34)	Hochheiser-Elias Design Group New York Richmond, VA	1.05	11.2	4 MGR 7 DES 3 DR 4 NBS 18 TID	45-55 25-40 25-35 22 —	75-100 40-75 40-50 — —	The Sheraton, Washington The St. Regis Sheraton, New York The Washington Square Hotel, New York The Enclave, Neptune, NJ Scalawag's, Monticello, NY	The Sheraton Carlton, Washington The Annapolis Hilton, Annapolis, MD Richmond Airport Hilton, Richmond, VA The Baltimore Hilton, Pikesville, MD The Allentown Hilton, Allentown, PA
36 (36)	Media Five Limited Honolulu Costa Mesa, Ca; Southport, Queensland, Australia	1.04	21.0	3 MGR 4 DES — DR 1 NBS 8 TID	43 20-30 — 13 —	120 52-68 — — —	Hotel Le Lagon, Port Vila, Vanuatu Ala Moana Hotel, Honolulu Sheraton Kauai, Poipu Beach, Kauai, HI Cafe Intra, Hotel Seijo Ginza, Tokyo Ristorante Attore, Hotel Seijo Ginza, Tokyo	Fuji International Resort, Mount Fuji, Japan Regent Park Hotel, Tokyo
37 (45)	Raygal Design, Inc. Irvine, CA	1.00	9.0	2 MGR 6 DES 2 DR 1 NBS 11 TID	30-55 22-35 25-30 20 —	48-100 40-73 27-48 — —	Rusty Pelican, San Ramon, CA Sunwest Village, Hemet, CA Copeland's, Alexandria, VA Paradise Bakery, Santa Ana, CA Pinky's, Irvine, CA	Eldorado Casino, Reno, NV Hyatt Islandia Hotel, San Diego Los Caballeros, Fountain Valley, CA Carmel Mountain Ranch Clubhouse, San Diego Marriott Family Restaurants, San Diego
38 (—)	The Hillier Group Princeton, NJ Philadelphia, Tampa, FL	.90	10.0	10 MGR 11 DES 7 DR 2 NBS 30 TID	39-55 22-45 22-30 20 —	70-90 45-80 40-55 — —	Oakbrook Hills Resort, Oakbrook, IL Wharton Exec. Education Center, Philadelphia Ponte Vedra Inn, Ponte Vedra Beach, FL Heritage Village, Southbury, CT	Doral Hotel & Country Club, Miami North Jersey Country Club, Wayne, NJ Marriott Hotel, Newark, NJ Babson Exec. Education Center, Wellesley, MA
39 (33)	Wudtke Watson Associates, Inc. San Francisco Honolulu, Wilton, CT	.88	16.5	7 MGR 4 DES 2 DR 3 NBS 16 TID	32-39 32-34 29 21 —	65-85 65-70 60 — —	Silicon Valley Sheraton Inn, Milpitas, CA Back Lot Restaurant, Disneyland, Orlando, FL Rapsallion Restaurant, Irwindale, CA	Northland Inn & Conference Ctr., Minneapolis Byron's II Restaurant, Honolulu Cherrington Golf Club, Pittsburgh Silicon Valley Sheraton Inn, Milpitas, CA
40 (40)	Charles Morris Mount, Inc. New York	.80	40.0	3 MGR 6 DES — DR 4 NBS 13 TID	35-40 20-32 — 20-40 —	90-150 50-90 — — —	Canastel's, Miami Lucile's Diner, Miami Ellen's Stardust Diner, New York Mr. Steak, New York	Rusty Staub's on 5th Avenue, New York Houlihan's, Penn Station, New York McDonald's, 57th St., New York Cafe Bel Air, New York Silver Diner, Washington

NA indicates information not available

— indicates information not applicable to category and/or firm.

* Rankings determined by fees before rounding.

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				No. of Empl. Category	Salary Range In Thousands	Billing Range In \$/Hour		
41 (52)	Haverson/Rockwell Architects, P.C. New York Greenwich, CT	.75	3.1	5 MGR 7 DES DR 3 NBS 15 TID	40-45 25-35 — 25 —	70-90 40-55 — — —	Ocean Reef Grille, Seaport, New York Bridgewater's Restaurant, Seaport, New York The Tribeca Cafe, New York El Bianco, New York	The Beach Restaurant, New York Ocean Beach Restaurant, Fire Island, NY
42 (44)	Design Development Company Tarzana, CA	.72	9.5	— MGR 5 DES 5 DR 7 NBS 12 TID	— NA NA NA —	— NA NA — —	Carls Jr. (various locations) Hyatt Westside Hotel, Los Angeles Carrows Cafe and Bakery, Ventura, CA Host International (various locations) Tommy Lasordas Restaurant, Pasadena, CA	Safari Bar & Restaurant, West Covina, CA Carls, Jr. (various locations) Host International (various locations) Lulu's Cafe, Van Nuys, CA Hyatt Regency, Long Beach, CA
43 (71)	Ellen L. McCluskey Associates, Inc. New York	.68	18.0	2 MGR 4 DES 4 DR 5 NBS 13 TID	NA NA NA NA —	100-175 100-175 75 — —	Mayfair Regent, New York Holiday Inn, Kennedy Airport, New York The Carlton, lobby & guest rooms, New York Bristol Plaza, New York	Mayfair Regent (guest rooms), New York Mayfair Regent, Chicago Holiday Inn, Laguardia Airport, New York Sheraton Poste Inn, Cherry Hill, NJ Syracuse Hotel, (ballroom), Syracuse, NY
44 (39)	Hugh W. Dear & Associates, Inc. Williamsburg, VA	.67	6.0	2 MGR 2 DES 2 DR 2 NBS 8 TID	30-50 20-30 15-25 15-20 —	100 75 65 — —	Radisson Hotel, Hampton, VA Holiday Inn (downtown), Williamsburg, VA Quality Suites Hotel, Williamsburg, VA Holiday Inn, Wrightsville Beach, NC Sheraton Airport Hotel, Charleston, SC	Fort Magruder Inn, Williamsburg, VA Ramada Inn Airport, Greensboro, NC Turf Towers, Charles Town, WV King William Inn, Williamsburg, VA Sheraton, Atlantic Beach, NC
45 (47)	Design Restaurant Systems Oakland, CA	.63	1.8	2 MGR 5 DES 6 DR 2 NBS 15 TID	35-50 18-40 16-36 16-25 —	65-75 45-75 35-55 — —	Dubin Fishery, Dublin, CA Perry's, Kauai, HI Lone Star Cafe, Honolulu Waves by the Bay, Foster City, CA Cantina Los Tres Hombres, Reno, NV	Reef Hotel, Honolulu Ruth's Chris Steak House, Las Vegas, NV Antioch Ferry, Antioch, CA Pacific Brewer, Honolulu Kawai Kai Yacht Club, Honolulu
46 (48)	Kenneth E. Hurd & Associates Boston	.63	10.0	3 MGR 2 DR 2 NBS 11 TID	NA NA NA —	75-125 35-80 40-60 —	Crystal Gateway Marriott, Arlington, VA New York Hilton (guestrooms), New York	Hilton at Short Hills, Short Hills, NJ Caesar's Palace (guest rooms), Las Vegas, NV Statler Inn, Ithaca, NY
47 (46)	Q5 Incorporated Wayne, NJ	.61	10.0	3 MGR 4 DES 3 DR 2 NBS 13 TID	50-60 20-30 15-40 20 —	60-75 25-35 20-50 — —	Food Court (shopping center), Washington Weekends Restaurant, Caracas, Venezuela Food Court, Margarita Island, Venezuela Food Court (mall), New Rochelle, NY Burger King (7 locations)	Food Court, Harborside, Jersey City, NJ Food Court at Fashion Place Mall, Murray, UT Chicken Club Fast Food (5 locations), NJ & NY Burger King (4 locations)
48 (55)	International Design Concepts Beverly Hills, CA	.60	3.0	3 MGR 2 DES 4 DR 3 NBS 12 TID	37-45 30-37 22-26 — —	85-90 55-85 40-50 — —	Thai House, Los Angeles Cape Cod Restaurant, Long Beach, CA Kazak Restaurant, Los Angeles El Toro Steak House, El Toro, CA Tom Turkey, Lakewood, CA	Seafood House, Los Angeles El Torno Restaurant, Van Nuys, CA Senor Jose Mexican House, Los Angeles
49 (87)	David Stevens & Associates, Inc. Phoenix Los Angeles, Maui, HI	.58	12.5	8 MGR 6 DES 8 DR 2 NBS 24 TID	38-45 20-60 18-40 20 —	85-110 85-110 45-85 — —	Sheraton Inn, Prescott, AZ Hilton Hotel, Mesa, AZ Arizona Golf Resort, Mesa, AZ	Regaleon Hotel-dockside ship, Philadelphia Sierra Grande Hotel, Sierra Grande, AZ Lafina Fashions Building, Lahaina, Maui, HI Gables Private Club, Winchester, WV Risque Business (night club), Scottsdale, AZ
50 (59)	Richard Crowell Associates, Inc. Honolulu	.57	5.0	2 MGR 4 DES 3 DR 2 NBS 11 TID	55 20-28 26 18 —	85 40-65 45 — —	Hilton Lagoon Apartments, Honolulu Kauai Beachboy Hotel, Kapaa, Kauai, HI Islander on the Beach, Kapaa, Kauai, HI Lihue Airport Restaurants, Lihue, Kauai, HI Kona Airport Restaurants, Kona, HI	Penang Mutara Resort, Penang, Malaysia S.S. Independence Cruise Ship, Honolulu S.S. Constitution Cruise Ship, Honolulu Moana Hotel (rehabilitation), Honolulu Kapalua Bay Resort, Kapalua, Maui, HI
51 (82)	Carolyn Henry & Associates, Inc. Dallas	.56	6.0	3 MGR 4 DES 4 DR 2 NBS 9 TID	30-60 18-24 — 24 —	45-95 28-50 — — —	Midland Hilton, Midland, TX Holiday Inn, Fairfield, CA Beverly Heritage Hotel, Costa Mesa, CA Radisson, Winthrop Plaza, New London, CT Willow Bend Polo Club, Dallas	Dallas Parkway Hilton, Dallas Arizona Club, Scottsdale, AZ Cumberland Club, Nashville, TN Days Inn, Las Vegas, NV
52 (66)	Blair Spangler Interior & Graphic Design, Inc. San Francisco	.55	12.0	4 MGR 6 DES 3 DR 5 NBS 18 TID	25-45 15-35 20-25 12-15 —	50-110 25-80 35-60 — —	Nikko Hotel, San Francisco Hyatt Regency, Monterey, CA Hyatt, Palo Alto, CA Howard Johnson, San Francisco	Waikiki Prince Hotel, Honolulu Hyatt Regency, Minneapolis
53 (62)	Edward Carson Beall & Associates Torrance, CA	.55	6.0	1 MGR 1 DES 4 DR 2 NBS 14 TID	NA NA NA NA —	85-125 NA 40-50 — —	Temecula Creek Inn, Temecula, CA Temecula Creek Restaurant, Temecula, CA Temecula Banquet Facilities, Temecula, CA Admiral Risty, Rancho Palos Verdes, CA	Rancho Bernardo Inn Banquet, San Diego Rancho Bernardo Inn Spa, San Diego Edson Range Dining Facility, Oceanside, CA Homo Dining Facility, Oceanside, CA Las Flores Dining Facility, Oceanside, CA
54 (53)	Design Solutions, Inc. Atlanta	.51	10.0	2 MGR 3 DES 1 DR 2 NBS 8 TID	45 18-25 27 29 —	70 45 50 — —	Northlake Hilton, Atlanta Desoto Hilton, Savannah, GA Ramada Airport Hotel, Coraopolis, PA Sports Rock Cafe, Atlanta Ramada Somerset Hotel, Somerset, PA	Huron Shores Radisson Resort, Ypsilanti, MI Savannah Airport Inn, Savannah, GA P.G.A. Radisson, Palm Beach Gardens, FL Sandestin Beach Conference Ctr., Destin, FL Days Inn Hotel, Kennesaw, GA
55 (75)	Gruwell-Pheasant Design Pacific Grove, CA	.49	7.0	2 MGR 4 DES 4 DR 4 NBS 14 TID	48 25 18-20 20 —	90 60 45-50 — —	Beach & Tennis Club, Pebble Beach, CA Fabulous Toots Lagoon Restaurant, Carmel, CA Sainte Claire Hotel, San Jose, CA	Carmel Sands, Carmel, CA Huntington Hotel, Pasadena, CA Cascade Ranch, Half Moon Bay, CA De Anza Hotel, San Jose, CA
56 (—)	Ahearn-Schopfer and Associates Boston	.49	5.0	5 MGR — DES 2 DR 1 NBS 8 TID	31-80 — 22 20 —	65-80 — 55 — —	Pearl River Hilton, Orangetown, NJ Ocean Edge Resort & Conf. Ctr., Brewster, MA Suisse Chalet, Atholbury, MA Greenleaf Resort & Conf. Ctr., Greenleaf, FL Suisse Chalet, Rocky Hill, CT	Sheraton at Settlers Green, North Conway, MA Storrs Hotel & Conf. Center, Storrs, CT Rocco's, Boston Fynn's, Boston Tage Inn, Milford, MA
57 (—)	Vivian/Nichols Associates Inc. Dallas	.48	7.0	5 MGR 3 DES 2 DR 2 NBS 12 TID	35-70 20-30 20-35 20-25 —	65-100 50-65 50-55 — —	Doubletree Hotel, New Orleans Compi Hotel, Eagan, MN Compi Hotel, Schaumburg, IL Pacific Street Grill, Dallas Doubletree Hotel, Campbell Centre, Dallas	Hyatt Regency, San Antonio Boca Raton Hotel & Club, Boca Raton, FL Doubletree Kansas City, Overland Park, KS Doubletree Park West, Dallas The Regent, Dallas
58 (42)	Design Interpretation, Inc. Playa del Rey, CA	.47	6.0	4 MGR 4 DES 1 DR 2 NBS 11 TID	29-47 25-41 23 29 —	45-73 25-70 25 — —	Embassy Suites Hotel, Birmingham, AL Days Inn, La Palma, CA Marmott-Host (food facilities), Los Angeles Marmott-Host (food facilities), Honolulu	Hilton Suites, Orange, CA Days Inn, Century City, CA Days Inn, Riverside, CA
59 (58)	Copeland Krieger Associates Washington	.44	12.0	3 MGR 5 DES — DR 4 NBS 12 TID	60-80 20-45 — 18-25 —	80-110 45-70 — — —	National Clarion, Phase 2 & 3, Arlington, VA Futes/Champagne Bar, Washington Holiday Inn (addition), Schenectady, NY	Americana Aruba, Aruba Jordan's Restaurant, Leesburg, VA Inglewood Suites, Lanham, MD Holiday Inn, Aruba
60 (68)	Dorf Associates New York	.43	5.0	3 MGR 2 DES 4 DR 2 NBS 11 TID	40 35 25-35 25 —	65 55 40-55 — —	Carolines Comedy Club & Restaurant, New York Sbarro's, 46th St., New York Sbarro's, 33rd St., New York Paris Cafe, New York Chicago Pizzeria, New York	Boardwalk Cafe, New York Harvest, Staten Island, NY Casey O Tooles, Wayne, NJ Italian Cafe, Wayne, NJ

MGR Project Managers/Directors and Job Captains
DES Project, Senior and Junior Designers
DR Senior & Junior Draftsmen and CADD Operators

NBS Non-Billable Staff
TID Total Interior Design Staff

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61 (61)	Designers II, Inc. Atlanta	.42	3.2	2 MGR 2 DES 5 DR 1 NBS 10 TID	68 50 17-30 16 —	68 50 25-38 — —	Hilton Towers, St. Petersburg, FL Athens Holiday Inn, Athens, GA Fair Oaks Holiday Inn-addition, Fairfax, VA Ramada Atlanta Airport, Atlanta Regency Suites, Atlanta	Sheraton Golf Resort, Lancaster, PA Raleigh Holiday Inn, Raleigh, NC Myrtle Beach Hilton, Myrtle Beach, SC Royal Plaza Hotel, Orlando, FL Holiday Inn, Roswell, GA
62 (83)	Forum Architecture and Planning, Inc. Maitland, FL Athens, Greece	.41	4.3	4 MGR 4 DES 3 DR 4 NBS 15 TID	28-45 18-22 18-22 17 —	55-90 30-45 30-45 — —	Olive Garden, Reno, NV Red Lobster, Naples, FL Johnny Appleseed, Orlando, FL Sbarro Italian Eatery, Winter Park, FL Red Lobster, Sacramento, CA	Columbia Restaurant, St. Petersburg, FL Comfort Suite SR 436, Orlando, FL Viscount Hotel, Lake Buena Vista, FL Floridian Hotel, Orlando, FL Sealord To-Go (15 statewide), Florida
63 (51)	Ascher, Inc. Des Plaines, IL	.41	2.6	4 MGR — DES 4 DR 1 NBS 9 TID	32-45 — 20-25 16 —	50-78 — 28-35 — —	Eagle Ridge Inn, Galena, IL Riverwalk Seafood Grille, Geneva, IL Ristorante Chianti, Geneva, IL Jasper's, Galena, IL Annabelle's on Ontario, Chicago	Goose Island Brewing Co., Chicago Ristorante Chianti, Schaumburg, IL Sage's 203 North, Chicago Redamak's, Chicago Chicago Caterers, Chicago
64 (—)	Design Group International, Inc. Baltimore	.40	42.0	3 MGR 6 DES 1 DR 2 NBS 12 TID	60 22-35 30 15 —	80 30-60 45 — —	Marriott Suites Hotel at Perimeter, Atlanta Omni International, North Tower, Baltimore Heartlands Retirement Ctr., Ellicott City, MD Marriott Park Ridge Hotel, Park Ridge, NJ	Marriott Suites at Lennox Square, Atlanta Marriott Suites Hotel, Downers Grove, IL Marriott Suites Hotel, Scottsdale, AZ Marriott Suites (Bayview), Newport Beach, CA Harrisons at Pier 5, Baltimore
65 (64)	One Design Center, Inc. Greensboro, NC Ft. Lauderdale, FL	.39	15.0	2 MGR 6 DES 1 DR 3 NBS 12 TID	NA NA NA NA —	65 35-50 25 — —	Hilton Hotel, Durham, NC Sheraton North, Winston-Salem, NC Holiday Inn North, Winston-Salem, NC Sheraton, Staunton, VA T.K. Tripps, Virginia Beach, VA	Howard Johnson Hotel, Wilmington, NC North Raleigh Hilton, Raleigh, NC Holiday Inn, Salisbury, NC Holiday Inn Airport, Greensboro, NC T.K. Tripps Restaurant, Winston-Salem, NC
66 (78)	Thomas Hamilton & Associates Glen Allen, VA Alexandria, VA	.39	10.0	— MGR 6 DES 2 DR 1 NBS 9 TID	— 20-40 NA NA —	— 30-50 NA — —	Hilton Hotel, Cincinnati Manor Inn, Pinehurst, NC Hampton Inn, Dulles Airport, VA Chase Grill, Tysons Corner, VA Bay Cafe, Virginia Beach, VA	The Berkeley Hotel, Richmond, VA Hilton Hotel, Columbus, OH Hilton Hotel, Virginia Beach, VA Comfort Inn, Richmond, VA Sheraton Hotel, Harrisonburg, VA
67 (—)	Wm. B. Dodson, Inc. Ormond Beach, FL	.35	12.8	4 MGR 1 DES — DR 4 NBS 9 TID	NA NA NA NA —	NA NA — — —	Holiday Inn Airport East, Phoenix Holiday Inn Fint Center, Phoenix Marriott Fisherman's Wharf, San Francisco Delta Court of Flags, Orlando Holiday Inn Golden Glades, North Miami, FL	Oceanview Country Club, Ormond Beach, FL Palm Aire Hotel, Pompano Beach, FL Sea Stone Suite Hotel, Clearwater Beach, FL Holiday Inn, Miami Beach, FL Holiday Inn, Jacksonville, FL
68 (69)	Aiello Associates, Inc. Denver	.32	9.0	1 MGR 6 DES 1 DR 2 NBS 10 TID	40 18-28 28 NA —	95 65-80 75 — —	The White Buffalo Club, Jackson Hole, WY The Lodge Tower at Vail, Vail, CO Sheraton at Fisherman's Wharf, San Francisco Guest House, Denver Holiday Inn, Eiko, NV	Stapleton Plaza & Howard Johnson's, Denver The Colorado, Granby, CO The Cordillera, Edwards, CO The Pomegranate, Aspen, CO The Plaza Hotel, Seattle
69 (—)	Starling Fattahi Associates, Inc. Coral Gables, FL Los Angeles	.31	8.3	2 MGR 3 DES 2 DR 1 NBS 8 TID	50 11-17 14-18 17 —	75 25-45 35-45 — —	Pier 66 Hotel & Marina, Ft. Lauderdale, FL Holiday Inn Beachside, Key West, FL Bodyworks/Parallel Bar Fitness Center, Miami Marriott Hotel & Marina, Ft. Lauderdale, FL Sunrise Bar & Grill, Sunrise, FL	Pier 66 Hotel & Marina, Ft. Lauderdale, FL Pier House Inn & Beach Club, Key West, FL Monty Trainer Restaurant, Coconut Grove, FL Luciano Village View, Trinidad, West Indies Nimsay Trading Co., Barbados, West Indies
70 (—)	Rita St. Clair Associates, Inc. Baltimore	.31	15.0	3 MGR 6 DES 1 DR 8 NBS 18 TID	NA NA NA NA —	110 85-150 55 — —	Miami Intercontinental, Miami Holiday Inn (function rooms), Columbia, MD Holiday Inn (guest rooms), Chevy Chase, MD Martin's, Crosswinds, Greenbelt, MD La Provence Restaurant, Baltimore	The Inn at the Colonnade, Baltimore The Palmer House & Towers, Chicago La Provence Restaurant, Bistro, Baltimore Holiday Inn, lobby, Chevy Chase, MD Martin's West, Baltimore
71 (—)	RNL Design Denver	.29	11.3	11 MGR 10 DES 6 DR 2 NBS 29 TID	NA NA NA NA —	49-57 40-60 35-43 — —	All projects under design/construction	BetaWest-Scanticon, Denver
72 (—)	The Rowland Associates, Inc. Indianapolis	.29	2.2	5 MGR 16 DES 2 DR 7 NBS 30 TID	40-60 18-26 16 NA —	60-75 40-50 35 — —	Sentry World Restaurant, Stephens Point, WI Purdue Univ. Union Club, West Lafayette, IN Columbia Club, banquet rooms, Indianapolis Columbia Club, hotel suites, Indianapolis	Six Flags-U.S.A. Food Court, Arlington, TX Camelot Inn, Tulsa, OK Delaware Country Club, Munice, IN Arri's Restaurant, Indianapolis Indianapolis Convention Center, Indianapolis
73 (72)	Fred Schmid Associates Los Angeles	.29	4.0	1 MGR 1 DES 2 DR 1 NBS 5 TID	50 40 20-35 NA —	80 75 30-50 — —	Cabot Lodge, Nashville, TN Airport Airside Hub Restaurant, Orlando, FL	Flamingo Hilton, Las Vegas, NV Sun Valley Inn, Sun Valley, ID IBM Aerospace, Los Angeles
74 (88)	G. Skip Downing Architects, Inc. Seattle	.28	36.7	2 MGR 4 DES — DR 1 NBS 7 TID	65 18-32 — 18 —	75 50-63 — — —	Sally's on the Columbia, Portland, OR Burger Chain (statewide), Washington Cool Hand's, Whistler Mountain, B.C. Niner Diner, Prince George, B.C.	West Coast Vance Hotel, Seattle New Hotel, Seattle Sally's on the Willamette, Portland, OR Von's Cafe, Seattle Fast Food Chain, Washington & Oregon
75 (54)	Sue Wade & Associates, Inc. Dallas Boca Raton, FL	.27	12.0	5 MGR 6 DES 4 DR 3 NBS 18 TID	40-60 18-32 26-30 22 —	85-95 65-75 65-75 — —	Toledo Radisson Hotel, Toledo, OH Woodfield Golf Club, Boca Raton, FL Bankers Club, Boca Raton, FL Lady Alice Yacht, Boca Raton, FL Channel Club, model condominiums, New York	Stonebridge Country Club, McKinney, TX Omni Cancun Hotel, Cancun, Mexico Woodfield Swim/Fitness Club, Boca Raton, FL Stonebridge Beach/Tennis Club, McKinney, TX Doubtree Hotel at Lincoln Center, Dallas
76 (—)	IDI, Inc./Interior Designs International New York Redding, CT	.27	2.5	3 MGR — DES 2 DR 2 NBS 7 TID	NA — NA NA —	60-100 — 40-50 — —	Doral Court, New York Waldorf-Astoria, New York La Strada Restaurant, Greenwich, CT Court Cafe, New York New York Hilton, New York	Waldorf-Astoria, New York Doral Court, New York Sheraton Corporation, New York Alfredo's, Miami Beach, FL The Palace Hotel, New York
77 (93)	Shervan Design Group (formerly B. Shervan & Son, Inc.) Port Washington, NY	.26	4.2	4 MGR 3 DES — DR 3 NBS 10 TID	35-45 21-35 — 35 —	— — — — —	Whitehall Hotel, Rochelle Park, NJ Bristol Manor, Rochelle Park, NJ Raynham Park, Brockton, MA	Hunter Lodge, Hunter, NY Astoria Plaza, Astoria, NY Stone Caterers, Great Neck, NY Crystal Caterers, Huntington, NY Holiday Inn, Staten Island, NY
78 (65)	Design Services, Inc. Denver	.25	7.0	1 MGR 3 DES 1 DR — NBS 5 TID	NA NA NA — —	NA NA NA — —	Comfort Inn Ft. Lauderdale, Hollywood, FL Quality Inn Atlanta, College Park, GA Clanion Hotel, Boulder, CO Sheraton Lakeside, Kissimmee, FL Clanion Inn, McCormick Ranch, Scottsdale, AZ	Clanion Bakersfield, CA Madison Hotel, Morristown, NJ Clanion, Cincinnati Rodeway Inns (6 locations)
79 (—)	CAM Designs, Inc. Oakland, CA	.25	7.5	2 MGR 5 DES 2 DR 3 NBS 12 TID	NA NA NA NA —	85 45-65 25 — —	El Conquistador, San Diego Robert Lewis Stevenson Academy The Towers, Madison, WI Pierpoint House, Morgantown, WV Summit Hall, Morgantown, WV	The University Towers, Raleigh, NC Fontana Hall, Tampa, FL The Castilian, Austin, TX
80 (92)	PFF/Contract, Inc. Simi Valley, CA	.24	1.9	2 MGR — DES — DR 5 NBS 9 TID	65 16-43 — 61 —	125 40-100 — — —	San Diego Country Estates, Ramona, CA Tahoe Seasons Resort, South Lake Tahoe, CA Tennis Club Resort, Palm Springs, CA Laguna Surf, Laguna Beach, CA Laguna Shores, Laguna Beach, CA	Powderhorn Resort, Grand Junction, CO Stoneridge Hotel, Blanchard, ID Oakridge Health Club, Simi Valley, CA

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MGR Project Managers/Directors and Job Captains
DES Project, Senior and Junior Designers
DR Senior & Junior Draftsmen and CADD Operators

NBS Non-Billable Staff
TID Total Interior Design Staff

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81 (—)	The Stubbins Associates Cambridge, MA	.24	—	5 MGR 6 DES 5 DR 3 NBS 19 TID	35-55 20-43 18-28 24 —	17-26 10-21 9-13 — —	All projects under design/construction	Doubletree Hotel, Albuquerque, NM Doubletree Hotel, Santa Clara, CA Tower Center Hotel, East Brunswick, NJ Guest Quarters Hotel, Waltham, MA
82 (84)	Albitz Design, Inc. Minneapolis Naples, FL	.23	4.5	1 MGR 6 DES — DR 2 NBS 9 TID	25-55 15-50 — 15-20 —	80-100 25-80 — — —	Madden's Convention Center, Brainerd, MN DeSoda's, St. Cloud, MN Dellinger's, Sioux Falls, SD Sheraton Airport Restaurant, Bloomington, MN Minerva's, Sioux Falls, SD	Madden's Pine Portage Lodges, Brainerd, MN Madden's Inn, Brainerd, MN Doublewood Inn, Fargo, ND DeSoda's, Cedar Rapids, IA Stones, Watertown, SD
83 (89)	Larken, Inc. Cedar Rapids, IA	.22	6.1	3 MGR 9 DES 3 DR 2 NBS 21 TID	NA NA NA NA —	NA NA NA NA —	Holiday Inn, Torrance, CA Holiday Inn (downtown), Fort Wayne, IN Holiday Inn, Cedar Rapids, IA LaMancha Resort Hotel, Phoenix Holiday Inn, Ft. Myers, FL	Holiday Inn, Tewksbury, MA Hilton Inn, Baton Rouge, LA Roosevelt Hotel, Cedar Rapids, IA Holiday Inn (Victory Dr.), Indianapolis Holiday Inn (Thompson Rd.), Indianapolis
84 (90)	Interior Design Force, Inc. New York	.20	3.5	2 MGR — DES 3 DR 2 NBS 7 TID	46 — 32 28 —	80 — 40 — —	Sheraton Hotel (public areas), Mahwah, NJ Kutsher's Resort Hotel, Monticello, NY Holiday Inn (public areas), Moravia, MD Holiday Inn, Cromwell Bridge, MD	Kutsher's Resort Hotel, Monticello, NY Ramada Inn, Tom's River, NJ West Shore Hotel, Mechanicsburg, PA Oyster Point Hotel, Newport News, VA Rackley's Restaurant, Piscataway, NJ
85 (60)	Barbara Elliott Interiors, Inc. Concord, CA	.19	4.9	1 MGR 2 DES — DR 9 NBS 12 TID	NA 20 — 25 —	— — — — —	Hilton Hotel, Pleasanton, CA Woodlake Convention Ctr., Sacramento, CA Inn at McCormick Ranch, Scottsdale, AZ Claremont Resort, Oakland, CA	Royce Hotel, Walnut Creek, CA Sheraton Hotel, Fresno, CA Woodlake Inn, Sacramento, CA
86 (99)	Ziegler Cooper, Inc. Houston Washington	.17	.9	6 MGR 7 DES 9 DR 3 NBS 25 TID	NA NA NA NA —	70-80 40-65 40-65 — —	Jose Creole, Boston Chlis, Mount Laurel, NJ Square Meal Cafe, Houston Los Tios, Fairmont Parkway, Pasadena, TX	The Park Shops, Houston De Vargas Mall, Santa Fe, NM Chlis, Wilmington, DE Border Cafe (prototype)
87 (91)	Innerspace Design (formerly Torin Knorr/Shari Pulcrano) Santa Barbara, CA Palm Springs, CA	.17	1.6	2 MGR 2 DES 3 DR 2 NBS 9 TID	40 35 16-25 14 —	50 45 30-35 — —	Elephant Bar & Restaurant, Palm Desert, CA Elephant Bar & Restaurant, Columbus, OH Bailey Building, Pismo Beach, CA	Good Earth Restaurant, Los Angeles Whale's Tail, Ventura, CA Michael Anthony's Pizzeria, Guileta, CA Cheers Restaurant, Simi Valley, CA
88 (81)	Ann Milligan Gray, Inc. Chicago	.16	3.5	1 MGR 1 DES 1 DR 1 NBS 4 TID	NA 23 23 NA —	110 45 25 — —	Ojai Country Club & Inn, Ojai, CA Carolina Inn, Chapel Hill, NC Indian Lakes Resorts, Bloomington, IL Hotel Sofitel, Rosemont, IL	Little Nell Hotel, Aspen, CO
89 (—)	Alexis Burris Associates San Diego Tucson, AZ	.16	2.9	2 MGR 4 DES 1 DR 3 NBS 10 TID	50 22-32 12 18 —	65 27-65 22 — —	Catalina Hospitality, San Diego Travel Lodge, Otay Valley, CA	Carlsbad Villas, Carlsbad, CA Inn at Moreno Valley, Sunnymead, CA
90 (95)	J. Kattman Associates Denver	.15	2.4	1 MGR 1 DES 2 DR 1 NBS 5 TID	45 18 14-25 20 —	70 35 30-40 — —	Goldfield Hotel & Casino, Goldfield, NV Silvertree Hotel, Snowmass, CO Doubletree, Salt Lake City Outlaw Inn, Rock Spring, WY Hitching Post Inn, Cheyenne, WY	Mira Vista Country Club, Ft. Worth, TX L.A. International Golf Club, Los Angeles Silvertree Hotel, Snowmass, CO Konock Harbor Inn, Kelseyville, CA
91 (—)	Spectrum Services Cleveland Maui, HI	.14	2.0	1 MGR 4 DES — DR 5 NBS 10 TID	NA 12-35 — 12-28 —	— — — — —	Comfort Suites Hotel, Fort Myers, FL Quality Suites Hotel, Melbourne, FL Buffalo Marriott, Buffalo, NY Airport Marriott, Cleveland	Kissimmee Comfort Suites, Orlando, FL Kaanapali Shores, Maui, HI
92 (—)	Equipment Planners, Inc. Moline, IL Salt Lake City	.14	2.5	1 MGR 1 DES 2 DR 2 NBS 5 TID	— 50 20 12 —	— 100 40 — —	Holiday Westport, St. Louis University Inn-banquet areas, Champaign, IL Chancellor Hotel (rooms), Champaign, IL Sports Page Restaurant, Moshattown, IA The Dill Burger, Cedar Rapids, IA	Willowbrook (residential), Cedar Rapids, IA University Inn (residential), Champaign, IL Chancellor Hotel (lobbies), Champaign, IL Jim's Rib Haven, Rock Island, IL Governor's Inn, Atlanta
93 (94)	Jung Designs Oakland, CA	.14	.4	1 MGR 1 DES — DR — NBS 2 TID	90 35 — — —	— — — — —	Best Western Thunderbird, Sacramento, CA Best Western Thunderbird Lodge, Eureka, CA Boatell, Oakland, CA Napa Valley Club, Napa, CA	Rossmore Regency, Laguna Hills, CA Willowbrook, Napa, CA Dutch Fare, Modesto, CA Boatell, Oakland, CA
94 (—)	Joann Pison Designers, Inc. Coconut Grove, FL	.14	2.5	1 MGR — DES 1 DR — NBS 2 TID	NA — 30 — —	75-100 — — — —	Holiday Inn, JFK Airport, Queens, NY City Line Holiday Inn, Philadelphia PGA Sheraton, West Palm Beach, FL Valley Forge Hilton, King of Prussia, PA The Palm Hilton, West Palm Beach, FL	Crowne Plaza, LaGuardia Airport, New York Days Inn, Pottstown, PA Days Inn, Exton, PA
95 (79)	George Conte Design Consultants, Inc. Greensburg, PA	.13	2.8	2 MGR 1 DES 2 DR 1 NBS 6 TID	NA NA NA NA —	45 45 35 — —	Radisson Hotel, Atlantic City, NJ Holiday Inn, Cumberland, MD	Sutor's Island Inn (suites), Longport, NJ The Atherton Hotel, State College, PA Ramada Inn, Dubois, PA
96 (86)	SLC Design Las Vegas, NV	.13	.5	1 MGR 1 DES — DR — NBS 2 TID	NA NA — — —	100 40 — — —	Hotel Riviera, New Tower, Las Vegas, NV Hotel Riviera, East Tower, Las Vegas, NV Hotel Riviera, Baccarat Area, Las Vegas, NV Hacienda Hotel & Casino, Las Vegas, NV Mini Prince Motor Inn, Las Vegas, NV	Hacienda Hotel & Casino, Las Vegas, NV Riviera, Monte Carlo Tower, Las Vegas, NV Riviera, Highroller Suites, Las Vegas, NV Resorts Houseboats (7), Boulder City, NV Mini Prince Motor Inn, Las Vegas, NV
97 (—)	M ² = Mitchell x Mitchell, Inc. Chattanooga, TN Kingwood, TX	.13	4.3	2 MGR 3 DES — DR 1 NBS 6 TID	45 14-22 — 21 —	65 24-35 — — —	Choo Choo Hotel, Chattanooga, TN Krystal Restaurant, Chattanooga, TN Riverland Restaurant, Chattanooga, TN Holiday Inn, Carter Plaza, Chattanooga, TN Krystal Restaurants, Memphis, TN	Choo Choo Restaurant, Chattanooga, TN Choo Choo Restaurant, Chattanooga, TN Choo-Choo Station House, Chattanooga, TN Olan Mills Corp. Cafeteria, Chattanooga, TN
98 (—)	Almasian Associates, Inc. Sherborn, MA	.12	1.8	1 MGR DES 2 DR NBS 3 TID	NA — — — —	80 — 55 — —	Hilton Inn (guest rooms), Northampton, MA Capital Center (private club), Landover, MD Towne Lyne House (restaurant), Lynnfield, MA Royal Sonesta Hotel, New Orleans Suffolk Downs Race Track, Boston	Northampton Hilton Inn, Northampton, MA
99 (—)	Dimensional Interiors, Inc. Beachwood, OH	.10	1.6	4 MGR DES — DR — NBS 4 TID	16-35 — — — —	— — — — —	Residence Inn, Airport, Cleveland Best Western Woodlands Inn, Aurora, OH Best Western, Hunt's Landing, Matamoras, PA Holiday Inn, Mechanicsburg, PA Getty's at the Hanna, Cleveland	Radisson Harbor Inn, Sandusky, OH Residence Inn, Westlake, OH Yours Truly, Mayfield Village, OH Sheraton Crossgates, Wilkes Barre, PA Lakeland Royal Inn, Willoughby, OH
100 (—)	Janita Lo & Associates, Inc. Houston	.9	1.6	2 MGR 2 DES 1 DR 1 NBS 6 TID	NA NA NA NA —	75-85 85-110 85 — —	Lafayette Hilton & Towers, Lafayette, LA Huntington Guest Suite, Houston Benchmark Poplar Creek, Hoffman Estates, IL	Driskill Hotel, Austin, TX Sheraton Hotel, Houston